

3 A GUIDE

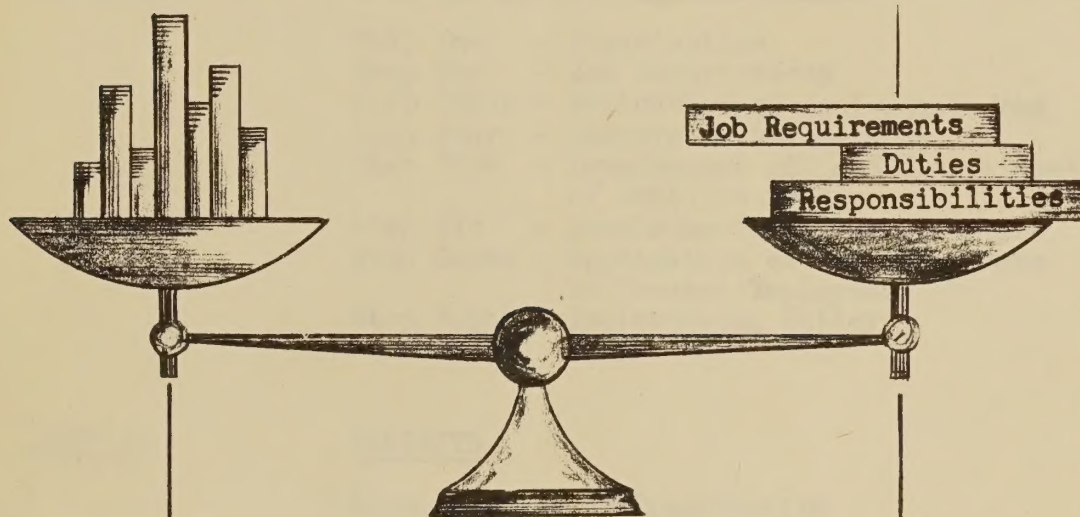
for use in  
developing and installing

A System of

JOB EVALUATION

for wage determination

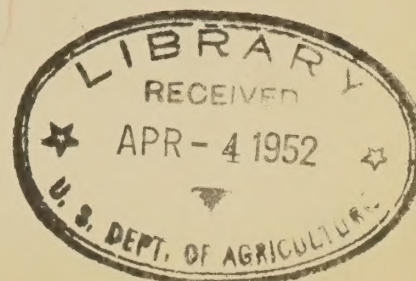
and other purposes



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for the  
exclusive use of  
REA-financed electric  
distribution organizations







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## PART I

### INTRODUCTION TO JOB EVALUATION





## PART I

### INTRODUCTION TO JOB EVALUATION

The term "job evaluation" is self-explanatory. It is a process through which individual jobs of an organization are evaluated in terms of the relative value of each one to all others. Job evaluation is a method, a system or a mechanism used to analyze the duties, responsibilities and requirements of individual jobs or positions in such a way as to be able to measure, weigh or compare the significant characteristics of them against like elements in other jobs in the same organization.

Generally, the primary objective of the use of any job evaluation plan is in the interest of the principle of "equal pay for equal work". In fact, some such scientific approach - regardless of what it may be called - is absolutely essential to any organization if its very important and difficult problem of compensation is to be solved on the basis of facts and fairness. However, as by-products of a properly developed, installed and administered system of job evaluation, there are almost unlimited additional benefits to be derived for the mutual good of both the organization and its employees. A few of the most tangible and most important potential benefits it makes possible are:

1. An improved and more logical organization;
2. A greatly simplified and more business-like basis for selecting and training new employees;
3. A sound basis for establishing standards of performance for each job and, in turn, a tangible basis for evaluating such performance;
4. An improved understanding by all concerned as to the specific duties, responsibilities and requirements of their respective jobs, relations with other employees, etc.; and -
5. As a direct result of these and other improvements which naturally follow, it contributes to good employee morale which, in turn, is indispensable to true efficiency.

Scientific job evaluation is not a newly discovered way to effect equitable rates of pay. Such an approach to this most common of all management problems has, in one form or another, been in use both in industry and in government for many, many years. However, the application of its principles to rural electric cooperatives is - like the program itself - relatively new. There is now - so far as is known - no such plan in common use in the program. For this reason, considerable time and study have been devoted to the development of this plan in the belief that one specifically designed to fit or to be readily adaptable to the needs of the average rural electric cooperative might prove to be generally useful and beneficial.

Probably the principal difference between an average rural electric cooperative and organizations typical of those which have been using



job evaluation for some time is size. This - in turn - more or less dictates the principal difference in this plan and most other plans in common use. Most job evaluation plans in general use today were developed in terms of and specifically for use by relatively large organizations. Most of these plans, therefore, provide two or more sets of "yardsticks", each one being specifically designed for use in connection with distinctly different categories or types of jobs. For example, in large manufacturing organizations, one plan - specifically designed for that purpose - might be used to evaluate all jobs of a skilled or an unskilled nature in their factory operations; another specifically developed plan might be applied to their administrative, clerical and general office type jobs; and perhaps still another might be used in rating all executive and supervisory type jobs.

It is perfectly understandable that large organizations would require perhaps several different "yardsticks" to achieve the same result that small organizations can and should accomplish with a single scale. Where the large organization has the principal problem of effecting equitable rates of pay within individual departments, divisions or units, the small organization has the same problem with respect to all its employees - regardless of whether they work inside or outside, and regardless of how drastically different their individually assigned duties may be. In other words, the average size of the organizations for which this plan has been developed is such as to require a mechanism which can be used to effect equitable rates of pay for jobs throughout the organization and, more important, one which makes it possible to compare completely different jobs with one another. Therefore, the nature of the problem to be solved by the average electric cooperative, i.e., organization-wide, dictates that all jobs must be evaluated against the same factors. This plan provides such a mechanism.

The proper use of this plan - as is true in the application of any job evaluation system - requires that a number of extremely important principles fundamental to its installation and administration be thoroughly understood before any attempt is made to apply it. Some of the most important and most basic of these principles are:

1. Job evaluation is not an exact science. Results realized through its use can be only as sound as the understanding and judgment of its developer (s) and, more particularly, only as effective in use as the person who installs and administers it has and consistently exercises the skill required to make it effective.
2. Job evaluation is a process which relates directly and exclusively to the job. It takes the incumbent or applicant into consideration only in terms of what the duties and responsibilities require of him or her from the standpoint of education, experience, job know-how, etc. Adherence to this principle requires that, insofar as is humanly possible, an incumbent of a job cannot be allowed to influence either the duties and responsibilities which may be assigned to it or the evaluation of it.



3. Job evaluation, as such, is not concerned with how well or how poorly an incumbent performs the duties of the job being evaluated. Although this is a very real problem for supervisors, it cannot be allowed to influence the make-up of the job or its evaluation. This type of problem can and should be tackled through a system of merit or performance rating.
4. Job evaluation is not a stagnant thing. Regardless of how effective the original installation of a plan might be, it cannot be allowed to merely "coast". Because an organization is subject to constant change, its plan of job evaluation must likewise be considered a changing thing. It must be kept current.
5. Proper installation and use of job evaluation requires a great deal of judgment, common sense and the ability to be fair, unbiased and, above all, realistic. If these abilities are successfully exercised throughout the installation process, the end results should be answers which will prove to be a sound basis for truly equitable rates of pay; on the other hand, any attempt to use it as an instrument expected to automatically supply answers to all personnel problems will result in disappointment for all concerned.
6. The proper installation and administration of a plan of job evaluation should enable the responsible executive or supervisor to sit down with any subordinate and show him or her in black and white just why and on what basis the job in question has been evaluated as it has. Inability to do this - with a reasonable employee - would suggest that a weakness requiring immediate correction exists in either the organization or the evaluation of the job.
7. Installation of job evaluation does not and should not imply either pay increases or decreases, even though its installation might result in either for any employee in the organization. However, since by its very nature, it should be a long-range and lasting instrument, if at all possible employees should be given, in the beginning, as much assurance as possible that the results will not be allowed to adversely affect present employees. If such assurance can be given, it requires - in turn - that management be prepared to make very explicit to all concerned the reasoning behind the continuation, at least for the present, of any rate of pay which is inconsistent with a job's evaluation.

## PART II

### JOB EVALUATION TOOLS

#### Tool Number 1

Job Evaluation Factors

#### Tool Number 2

Table of Relative Values of Job Factors

#### Tool Number 3

Definitions and Corresponding Point  
Values, by Degrees, of Job Factors



## PART II

### JOB EVALUATION TOOLS

The one and only thing that any job evaluation plan - in itself - can offer to any administrator are the tools needed for its installation. The quality and effectiveness of the results he realizes through their use are much more dependent upon a number of things, over which the system has absolutely no control, than they are upon anything else - including even the soundness of the plan itself. In other words, the evaluation mechanism is one thing; the proper use of it is something else. The availability of even a perfect system (if it were humanly possible to devise one) could not, in itself, insure quality results. This is because the end results achieved through the use of job evaluation emerge principally from the decisions made by the administrator in the course of installing and using it rather than from the plan itself.

Careful attention to the details relating to the installation and administration of this plan - as described step-by-step in Part III - should effect a realization of just how true this is.

With this in mind, let us now consider the three basic tools of this plan:

#### Tool Number 1 - Job Evaluation Factors:

The first step in the development of any job evaluation plan is necessarily the identification of the particular elements, characteristics or factors which - to one degree or another - are present in the various work assignments which make up the organizations for which the plan is being created. The particular characteristics sought for this purpose are those which express tangible differences between the various jobs of the organization in terms of their respective duties, responsibilities and requirements. Accomplished, these selected elements or characteristics - hereafter referred to as "job factors" - constitute the foundation for other parts of the plan.

Accordingly, an exhaustive study of the wide range of functions which are necessarily parts of the total operating and administrative machinery of the average cooperative revealed that a group of ten factors would be essential to full and proper consideration and accurate weighing of the various kinds of jobs found in this type of organization. These ten job factors are as follows:

#### SKILL

Education and/or Experience  
Initiative - Ingenuity

(Those particularly significant abilities, qualifications, "know-hows", etc., which the incumbent is normally expected to bring with him.)

#### RESPONSIBILITY

For Supervision  
For Equipment, Tools and Materials  
For Safety of Others  
For Member and/or Employee Relations

(Those particularly significant things for which, in addition to the performance of ordinary duties, the incumbent is specifically responsible.)

#### EFFORT

Physical  
Mental and/or Visual

(Those particularly significant kinds and amounts of effort which performance of the job duties requires of the incumbent.)

#### JOB CONDITIONS

Working Conditions  
Unavoidable Hazards

(Those particularly significant conditions under which, due to the nature of the job, the assigned duties must be performed.)

## PART II - Job Evaluation Tools

### Tool Number 2 - Table of Relative Values of Job Factors:

Obviously, all ten of the aforementioned job factors are not and should not be of equal weight or value. For example - and admittedly using an extreme - the relative significance of any physical effort required by most jobs would be slight in comparative value with the "know-how" or, as this plan refers to it, the education and/or experience required. Consequently, careful study and thorough consideration of the unlimited ramifications involved resulted in the development of the following table of relative values, percentage-wise, of the job factors concerned:

<u>SKILL</u> .....	35%
Education and/or Experience.....	25%
Initiative - Ingenuity.....	10%
<u>RESPONSIBILITY</u> .....	35%
For Supervision.....	20%
For Equipment, Tools and Materials.....	5%
For Safety of Others.....	5%
For Member and/or Employee Relations.....	5%
<u>EFFORT</u> .....	15%
Physical.....	5%
Mental and/or Visual.....	10%
<u>JOB CONDITIONS</u> .....	15%
Working Conditions.....	5%
Unavoidable Hazards.....	10%

It is believed that the above table represents a logical distribution of the total weight among the ten job factors concerned, and that the definitions of these factors - as set forth in the first paragraph of each sheet of definitions (Tool Number 3) - will serve to clarify the full and proper meaning of each one. However, in view of the principles upon which the relatively heavy weight placed on "Supervision" are based, a further explanation of this matter seems in order.

The factor "Supervision" - as used in this plan - is based upon the theory that a supervisor, regardless of the organizational level of his particular job, is fully responsible and accountable for all things on the job as far as any one or more subordinates, either temporarily or permanently assigned to his jurisdiction, are concerned. In other words, for the purposes of this plan, the factor "Supervision" has been incorporated as a total and all-inclusive responsibility with respect to any and all subordinates for such periods of time as they are assigned to work under the direction of the supervisor. Therefore, in actual practice, to the extent that this principle is compromised, then to that extent the weight this plan places on this factor would naturally be inaccurate. No alternative to this is provided. To do so would constitute a suggestion that this very basic principle of sound organization and management be compromised.

Obvious, also, in applying this factor of "Supervision", is that special care must be exercised to avoid placing dual weight upon supervisory jobs



Tool Number 2 - Table of Relative Values of Job Factors (Continued):

in connection with such other factors as "Equipment, Tools and Materials", "Safety of Others", "Mental and/or Visual" effort, etc. Close attention to the first paragraph of each of the definitions will help to avoid this error. The first paragraph of each sheet of definitions will remind you that full credit should be given to supervisory jobs for everything in terms of their responsibilities for subordinates, but that this weight should be credited under "Supervision" and not duplicated to any degree under other factors.

Tool Number 3

Definitions and Corresponding Point Values, by Degrees, of Job Factors:

Tool Number 1 establishes the ten basic job factors. Tool Number 2 establishes, percentage-wise, the relative overall value of each of these factors. This - Tool Number 3 - defines each one of the ten job factors, breaks each one down into five degrees of varying significance or weight and translates the relative value of the degrees into a pattern or scale of point values for use in the evaluation process.

The evaluation process is primarily one of determining the relative degree to which certain elements are present in individual jobs. It is a matter of ascertaining the frequency, the intensity, the amount, the nature, etc., of the dozens of characteristics which, in the final analysis, cause individual jobs to be difficult, easy, involved, simple, responsible, routine, hazardous, non-hazardous, fatiguing, etc. It is for the purpose of determining to exactly what extent these characteristics exist that each of the ten basic factors is broken down into five degrees. Proper understanding and application of these degrees and their corresponding point values should result from close study of the definitions.

In the actual application of the definitions and corresponding point values, it should be borne in mind that the particular number of points designated for each of the degrees would be applicable to a more or less exact condition or circumstance. To the extent that a definition is fully suitable to a given condition or circumstance, it should, of course, be applied and the corresponding number of points credited to the job. However, there is no reason at all for not departing from the exact number of points specified by a certain degree if, in your best judgment, accurate evaluation of the job requires it. For example, there would be no justification for evaluating a job with respect to "Initiative - Ingenuity" in the third degree with exactly 60 points, as called for by that degree, if the use of either 50, 55, 65 or 70 points would more accurately express the job's weight or value with respect to the same factor in other jobs in the organization.

This "common-sense" application of the definitions and point values calls for bearing in mind at all times - but particularly in the final stages of bringing your evaluations of all jobs into proper balance - the desired end objective. This objective is to effect, as nearly as possible, an accurate and equitable distribution of weight over all jobs concerned in connection with each of the ten job factors. In order to accomplish this, it is ordinarily necessary to depart one way or the other from the precise number of points established for each degree.

Tool Number 3 (Continued)Definitions and Corresponding Point Values, by Degrees, of Job Factors:

Of particular importance to this entire subject of the tools for job evaluation is the matter of their soundness. It is believed that the tools of this plan are based upon sound reasoning. However, since the process is not an exact science, justifiable differences of opinion might very well exist - or develop - with respect to any one of the tools, i.e., the ten basic job factors, the relative weight of these factors or the supporting degree definitions. In fact it would, no doubt, be humanly impossible to formulate a similar set of standards which could be substantiated beyond question on the part of everyone concerned. Since this is true, it is recognized that any cooperative - in the course of using this plan - could possibly come to the conclusion that, for one reason or another, adjustment of these basic tools would make them more readily adaptable to its particular organization. This could possibly be true. However, it is strongly urged that any adjustments, modifications or changes made be the result of very careful thinking and consideration and thorough understanding of the reasons for and implications of such changes. Such a decision should, in fact, represent the thinking of perhaps a group of managers or other persons rather than merely be the result of local opinion. In other words, the judgment of a group of managers or of the state-wide organization might be somewhat sounder than the thinking of personnel of a single organization.

Obviously, the fact that the use of these tools in the prescribed form fails to result in answers one would prefer to have is an altogether insufficient justification for adjusting them.

The table of point values, by degrees, of the job factors follows:

<u>SCHEDULE OF JOB FACTORS AND RELATED POINT VALUES BY DEGREES</u>					
<u>JOB FACTORS:</u>	<u>POINT VALUES BY DEGREES</u>				
	<u>1ST</u>	<u>2ND</u>	<u>3RD</u>	<u>4TH</u>	<u>5TH</u>
<u>SKILL (35%)</u>					
Education and/or Experience.....	50	100	150	200	250
Initiative - Ingenuity.....	20	40	60	80	100
<u>RESPONSIBILITY (35%)</u>					
For Supervision.....	40	80	120	160	200
For Equipment, Tools and Materials.....	10	20	30	40	50
For Safety of Others.....	10	20	30	40	50
For Member-Employee Relations.....	10	20	30	40	50
<u>EFFORT (15%)</u>					
Physical.....	10	20	30	40	50
Mental and/or Visual.....	20	40	60	80	100
<u>JOB CONDITIONS (15%)</u>					
Working Conditions.....	10	20	30	40	50
Unavoidable Hazards.....	20	40	60	80	100

On the following pages of this PART, will be found definitions, by degrees, of the job factors for use in evaluating jobs and applying the above table of point values.



## EDUCATION AND/OR TRADE OR PROFESSIONAL EXPERIENCE

This factor is used to measure the job requirements in terms of the degree of mental development necessary for the employee to be able to understand and to satisfactorily handle the work assignment following a reasonable period of training on the job. Such mental development may be the result of either formal schooling, trade or professional experience, or a combination of both.

### 1st DEGREE:

Requires only minimum mental development in terms of formal schooling and little or no trades training or work experience. Requires mere ability to read and write only to the extent necessary to read and understand warning signs, tell time, read a calendar, sign own name, etc.

### 2nd DEGREE:

Requires mental development equivalent to completion of an elementary school education. Requires previous work experience, along the same general lines, only to the extent of enabling the incumbent to either know or be able to learn the names, uses, operations, etc., of any equipment, tools, materials, methods and procedures, etc., common to the work assignment.

### 3rd DEGREE:

Requires mental development equivalent to completion of a high school education, plus one (1) to three (3) years closely related work experience. Experience should have been such as would enable the incumbent to be generally familiar with and to understand the purposes, uses, operations, etc., of equipment, tools, materials, methods and procedures, etc., common to the work assignment.

(One year of business or trade school and/or two years of related work experience acceptable in lieu of each unfinished year of high school.)

### 4th DEGREE:

Requires mental development represented by completion of a high school education, plus four or more years of related trade or professional experience. Experience should have been such as would enable the incumbent to have a sound basic knowledge and understanding of the principles, purposes, uses, operations, etc., of the equipment, tools, materials, methods, procedures, etc., common to the work assignment.

(One year of business or trade school and/or two years of comparable work experience acceptable in lieu of each unfinished year of high school.)

### 5th DEGREE:

Requires mental development equivalent to completion of a formal four-year college course, plus a period of closely related and comparable work experience, involving progressively heavier responsibilities, which would have supplied an exceptionally good knowledge and understanding of the principles of, equipment and apparatus used on, and the methods and procedures common to the work assignment.

EDUCATION AND/OR TRADE OR PROFESSIONAL EXPERIENCE - Continued

(Two years of additional comparable work experience, involving progressively heavier responsibilities, acceptable in lieu of each of as many as two unfinished years of college work.)



## INITIATIVE - INGENUITY

This factor is used to measure the job requirements in terms of the degree or extent of initiative, ingenuity, resourcefulness and independent judgement, decision, action, etc., which may be required of the incumbent for fully satisfactory handling of the job assignment. Consideration should be given to such things as the extent to which duties are standardized, independent planning required, extent to which various things must be anticipated, etc.

### 1st DEGREE:

Requires only the ability to understand and follow simple oral instructions under close direct supervision. Work consists of relatively few simple and repetitive duties. Methods and procedures seldom change and, when they do, incumbent is instructed in detail by supervisor. Independent judgement limited to common, ordinary "horse-sense".

### 2nd DEGREE:

Requires the ability to perform, under relatively close supervision, several regularly assigned, simple, routine tasks. Situations seldom occur which require departure from established routine and, when they do, the incumbent's supervisor is available for guidance. Independent judgement and decision limited to simple details relating to timing, arrangement of work, type of tool to use, etc.

### 3rd DEGREE:

Requires the ability to perform, under rather general supervision, a wide variety of individually simple but collectively complex duties or operations. Methods, procedures, standards, etc., have been established; however, situations occasionally occur which require the use of some independent judgement and decision. Incumbent's supervisor is not always available for guidance. Has responsibility for recognizing and directing to supervisor's attention situations where desired ~~and~~ results may not be achieved by following normal practices, procedures, etc.

### 4th DEGREE:

Requires the ability to perform, under only very broad general supervision, a very wide variety of relatively complex duties or operations. Although most work is performed within the limits of established policies, procedures, standards, methods, time schedules, etc., situations very frequently occur which require the exercise of considerable independent judgement and decision, principally in terms of interpreting existing policies, management thinking, etc. Very frequently supervisor is not available for guidance and in such situation, incumbent must make decisions and assume responsibility for same.

### 5th DEGREE:

Requires the ability to perform, under only the very broadest kind of supervision, a very wide variety of complex and involved duties which require the exercise of independent judgement and decision second only to that of the Board of Directors. Supervision is limited almost exclusively to the setting of basic policy and the review of end results. Unusual situations calling for the most difficult interpretations of policy in connection with both administrative and technical problems are characteristic of the position.

## SUPERVISION - RESPONSIBILITY FOR

This factor is used to measure the requirements of the job in terms of the relative degree of responsibility for, and the comparative ease or difficulty inherent in the job from the standpoint of meeting the cooperative's supervisory standards in the course of achieving desired end results through the efforts of subordinate employees.

Particular consideration should be given, not only to the number of employees supervised but, also, to the many and different conditions and circumstances - both favorable and unfavorable - which, to a great extent, determine the relative ease or difficulty of the carrying out of the total supervisory responsibility. Some of the more important conditions and circumstances to be considered are:

- (1) Whether the supervisory responsibility of the incumbent is one of permanent, continuing nature or is only for varying lengths of time as one or more employees are assigned to assist with individual tasks periodically. In this connection, consideration should also be given to usual number of employees, the frequency of such assignments, normal duration, etc.
- (2) The relative extent to which subordinates are usually supervised either directly or indirectly.
- (3) The relative extent to which the work of one or more subordinates requires the cooperation and/or coordination with that of other employees; the relative ease or difficulty of achieving this.
- (4) The relative extent to which those he supervises, either directly or indirectly, work in close proximity to the incumbent and/or to one another.
- (5) To what relative degree the assigned work of those he supervises is simple and routine, varied and complex, technical or semi-technical, etc.
- (6) The relative importance of member, consumer and public relations in the assigned work of subordinates.
- (7) The extent to which, and the relative seriousness of, any hazards which exist in the normal work of subordinates; the relative ease or difficulty of supervision because of same.
- (8) The relative degree of responsibility for training and supervising subordinates in such a manner as to prevent waste of or damage to either cooperative-owned or member-owned property.
- (9) The relative importance or seriousness of any difficulties which would or might result from ineffective supervision.



SUPERVISION - RESPONSIBILITY FOR (Continued)

1st DEGREE:

Assigned duties are such as to require the supervision of a minimum number of subordinates. Relatively favorable supervisory conditions and circumstances exist.

2nd DEGREE:

Assigned duties are such as to require the supervision of a relatively small number of subordinates. Favorable supervisory conditions and circumstances exist.

- or -

Assigned duties are such as to require the supervision of a minimum number of subordinates. Unfavorable supervisory conditions and circumstances exist.

3rd DEGREE:

Assigned duties are such as to require the supervision of a relatively large group of subordinates who may or may not constitute an entire department. Favorable supervisory conditions and circumstances exist.

- or -

Assigned duties are such as to require the supervision of a relatively small number of subordinates. Unfavorable supervisory conditions and circumstances exist.

4th DEGREE:

Assigned duties are such as to require the supervision of a relatively large group of subordinates who may or may not constitute an entire department. Unfavorable supervisory conditions and circumstances exist.

5th DEGREE:

Assigned duties are such as to require supervision, either directly or indirectly, all personnel of the organization. Unfavorable supervisory conditions and circumstances exist.

## EQUIPMENT, TOOLS AND MATERIALS - RESPONSIBILITY FOR

This factor is used to measure the requirements of the job in terms of the degree or extent of non-supervisory responsibility for the proper use, operation, maintenance and/or care of any equipment, tools and materials assigned to or used by the incumbent in the performance of his duties in such a way as to prevent waste or loss of and/or damage to same. Consideration should be given to that particular responsibility, if any, which the incumbent may have for performing his work in such a way as to avoid damage to property belonging to members and/or other consumers.

### 1st DEGREE

Assigned work is such as to normally involve the use of only relatively small and inexpensive tools, most of which are not easily damaged. Only common, ordinary care and caution should confine the probability of any loss or damage to an absolute minimum. Only minimum responsibility for any materials and/or supplies.

### 2nd DEGREE

Assigned work is such as to normally involve the use of only relatively low-cost items, most of which are not easily damaged; however, occasionally, relatively expensive items are used. Only continuing reasonable care and caution should prevent loss or damage; however, occasionally, serious negligence could result in considerable loss or damage. Some responsibility for materials and/or supplies. Only minimum probability of being instrumental in any loss or damage to members' or consumers' property.

### 3rd DEGREE

Assigned work is such as to quite frequently involve the use of relatively valuable and costly items. Ordinarily somewhat more than usual care and caution - and frequently exceptional care and caution - necessary to prevent loss or damage to cooperative-owned property. Quite frequently, almost any degree of negligence could easily result in extensive loss to the cooperative. Responsibility for materials and supplies is secondary to that for equipment, tools and other property. Some probability of being instrumental in the damage of members' or consumers' property.

### 4th DEGREE

Assigned work is such as to quite regularly involve the use of the most costly items of cooperative-owned property, as well as to occasionally involve the possibility of damaging the property of members or consumers. Extraordinary care and caution quite regularly, and extreme care and caution occasionally, are required. Quite frequently, only the slightest degree of negligence could easily result in extensive loss to one or both.

### 5th DEGREE

Assigned work is such as to regularly involve the use of the most costly items of cooperative-owned property, as well as to present maximum possibility of damage to the property of members or consumers. Only the slightest degree of negligence in the course of performing ordinary, day-to-day work could very easily result in very serious loss for the cooperative, a member-consumer or both.



## SAFETY OF OTHERS - RESPONSIBILITY FOR

This factor is used to measure the requirements of the job in terms of the degree or extent of non-supervisory responsibility which the nature of the assigned duties places on the incumbent for performing his work in such a way as will prevent injury to others. Consideration should be given to the kind of work being performed, the circumstances under which it is accomplished, the potential degree of danger in it, the frequency and duration of such work assignments, the normal proximity of other employees, etc.

### 1st DEGREE:

Assigned work of incumbent is such as to involve only minimum responsibility for the safety of others. Work performed is essentially non-hazardous at all times. Probability of injury to others negligible.

### 2nd DEGREE:

Assigned work of incumbent is such as to normally be non-hazardous to others; however, occasionally, nature of work is semi-hazardous for relatively short periods of time. Has some responsibility for safety of others. Probability of serious injury to other remote.

### 3rd DEGREE:

Assigned work of incumbent is such as to be normally semi-hazardous to others; however, frequently, nature of work is hazardous for relatively short periods of time. Frequently, has relatively heavy responsibility for safety of others. Probability for serious injury frequently present in work being accomplished.

### 4th DEGREE:

Assigned work of incumbent is such as to normally be hazardous to others; however, frequently, the nature of the work is very hazardous during relatively short periods of time. Very frequently has heavy responsibility for safety of others. Possibility of very serious injury generally present in work being performed.

### 5th DEGREE:

Assigned work of incumbent is such as to present maximum hazards to others during much of the time. Has very heavy continuing responsibility for safety of others. Possibility of the worse kind of injury to others ever present in most job assignments.

## MEMBER-EMPLOYEE RELATIONS - RESPONSIBILITY FOR

This factor is used to measure the requirements of the job in terms of the degree or extent of non-supervisory responsibility the incumbent has for, and the difficulty inherent in, performing his assigned duties in such a way as to contribute to the development and maintenance of cordial and harmonious relations with all concerned. Consideration should be given to the nature and frequency of contacts with members and others, the relative degree of knowledge and understanding the incumbent must have of the by-laws, policies, procedure, the organization, its relationships, etc., as well as the normal degree of courtesy, tact and diplomacy required. Consideration should also be given to any internal organizational circumstances which require the incumbent to effect understanding by or cooperation of employees not under his supervision.

### 1st DEGREE:

Assigned work is such as require absolute minimum contact with members, consumers, or others. No significant relations problem with respect to other employees.

### 2nd DEGREE:

Assigned work is such as to require only occasional contacts with members, consumers and others. Such contacts relate almost exclusively to routine matters. Any matter other than day-to-day routine is immediately referred to someone else for handling. No significant relations problem with respect to other employees.

### 3rd DEGREE:

Assigned work is such as to require frequent contacts with members, consumers or others with respect to regular, day-to-day, routine work; however, occasionally, such contacts may be of an unusual, semi-technical nature, or involve minor misunderstandings, complaints, etc. Incumbent has responsibility for recognizing and referring to supervisor any contact that he feels might develop into a dispute, serious misunderstanding, etc. Only normal cooperation required internally.

### 4th DEGREE:

Assigned duties are such as to require daily contacts with members and others with respect to wide variety of both day-to-day routine and unusual problems. Frequently, the subject of such contacts is, or represents, a potentially serious problem from the standpoint of member relations. Incumbent has heavy responsibility for either personally handling, or recognizing and referring to his supervisor, problem cases of the most serious nature. More than ordinary requirement for effecting understanding and cooperation on the part of employees not under his supervision.

### 5th DEGREE:

Assigned duties are such as to make incumbent responsible for planning, directing and coordinating all affairs of the cooperative in such a way as to establish and maintain harmonious relations among employees, members, consumers and the general public. Personally handles all of the most difficult problems and, as required, formulates and recommends to the Board of Directors the adoption of all new or revised policies relating to such matters.



## PHYSICAL EFFORT

This factor is used to measure the requirements of the job in terms of the nature, intensity and frequency of the physical effort required of the incumbent by the performance of his assigned work, and the extent to which such duties induce physical fatigue. Consideration should be given to both the usual and unusual requirements of the job in terms of walking, lifting, carrying, pushing, pulling, holding, digging, climbing, etc., as well as to the weight of the equipment, tools, materials, etc., used and handled in the course of performing the duties; any additional strain resulting from having to perform the work in a close or otherwise clumsy position; the fatiguing effect of the repetitive movement of hands, arms, etc., over extended periods of time.

### 1st DEGREE:

Duties are such as to require no more than negligible physical effort.

### 2nd DEGREE:

Duties are such as to only occasionally require light physical effort over relatively short periods of time.

### 3rd DEGREE:

Duties are such as to frequently require light physical effort over relatively long periods of time, or occasionally relatively heavy physical exertion over short periods of time. Negligible strain involved.

### 4th DEGREE:

Duties are normally such as to require relatively heavy physical exertion over extended periods of time. Limited degree of strain possible during very short periods of time.

### 5th DEGREE:

Duties are such as to require maximum physical exertion over relatively long periods of time. Considerable degree of strain possible.

## MENTAL AND/OR VISUAL EFFORT

This factor is used to measure the requirements of the job in terms of the nature, intensity and frequency of the mental and/or visual effort required of the incumbent in the performance of his assigned duties. Consideration should be given to the degree of strain and/or fatigue inherent in the job assignment, any requirement for unusual alertness or attention to detail, the difficulty of any mental and manual coordination, the length of such cycles, etc.

### 1st. DEGREE:

Duties are such as to require only continuing ordinary attention at all times. Only minimum fatiguing strain.

### 2nd DEGREE:

Duties are such as to normally require only continuing ordinary attention; however, somewhat closer attention and concentration are occasionally required during relatively short periods of time. Only slight degree of fatiguing strain occasionally.

### 3rd DEGREE:

Duties are such as to normally require relatively close attention at all times; however, very close attention and concentration are frequently required but for only relatively short periods of time. Some degree of fatiguing strain frequently.

### 4th DEGREE:

Duties are such as to normally require very close attention and concentration in connection with much of the work performed; however, exacting attention to and intense concentration on details are frequently required over relatively short periods of time. Considerable fatiguing strain frequently.

### 5th DEGREE:

Duties are such as to normally require very exacting attention to details and a high degree of concentration in connection with most of the work performed. Maximum degree of mental and/or visual strain.



## WORKING CONDITIONS

This factor is used to measure the requirements of the job in terms of the nature and extent of, and frequency of exposure to, any disagreeable and/or undesirable conditions or circumstances under which the incumbent must perform his assigned work. Consideration should be given to dirt, grease, noise, exposure to the elements, off-hours duty call, etc.

### 1st DEGREE:

Assigned duties are such as to permit incumbent to work under clean, orderly and generally desirable conditions. Minimum disagreeable or undesirable conditions. Little or no exposure to the elements. Minimum chance for duty call outside regular hours.

### 2nd DEGREE:

Assigned duties are such as to permit incumbent to normally work under relatively clean, orderly and generally desirable conditions; however, occasionally work subjects him to fairly disagreeable conditions or circumstances. Occasionally exposed to the elements. Occasionally called for duty outside regular hours.

### 3rd DEGREE:

Assigned duties are such as to frequently subject incumbent to considerably disagreeable or undesirable conditions or circumstances. Frequently subjected to the normal extremes of hot, cold and wet weather. Frequently called upon for off-hours duty. Probability of off-duty calls strongest during most severe kind of weather.

### 4th DEGREE:

Assigned duties are such as to normally subject incumbent to the maximum disagreeable and undesirable conditions and circumstances. Regularly subjected to the normal extremes of hot, cold and wet weather. Subject to off-hours duty call at all times - day, night, weekends, holidays, etc. Probability of off-hours duty of long duration call strongest during the most severe kind of weather.

### 5th DEGREE:

Assigned duties as such as to normally subject the incumbent to the maximum disagreeable and undesirable conditions and circumstances described under the 4th DEGREE. However, in addition, the work assignment is such as to require the incumbent to live permanently at a location which is inconvenient and undesirable from the standpoint of having inadequate medical, educational, religious, shopping, and/or entertainment facilities.

## UNAVOIDABLE HAZARDS

This factor is used to measure the requirements of the job in terms of the nature of and degree to which the incumbent is exposed to unavoidable hazards to life, limb and health which are inherent in his assigned work even though all usual safety measures and other possible precautions have been taken. Consideration should be given to the frequency of exposure to such hazards, the relative degree of danger involved, the possible seriousness of an injury should one occur, etc. All types of potential hazards should be given due weight such as, cuts, bruises, sunstroke, freezing, flying objects, muscle strain, broken bones, automotive collision, loss of sight, electrical and other types of burns, and even death.

### 1st DEGREE:

Assigned duties are such as to subject the incumbent to minimum exposure to accident and/or health hazards. Should an accident occur, normally it would be a very minor one.

### 2nd DEGREE:

Assigned duties are such as to normally subject the incumbent to only slight accident and/or health hazards; however, occasionally, he is exposed to fairly serious hazards, and to the possibility of equally serious injuries.

### 3rd DEGREE:

Assigned duties are such as to normally subject the incumbent to the possibility of fairly serious accident hazards; however, occasionally, is exposed to the very serious accident hazards, and the possibility of equally serious injuries. Exposure to health hazards negligible.

### 4th DEGREE:

Assigned duties are such as to normally subject the incumbent to very serious accident or death hazards and the possibility of equally serious injuries in the course of performing a significant portion of his total work.

### 5th DEGREE:

Assigned duties are such as to quite regularly subject the incumbent to extremely serious accident and death hazards and the possibility of equally serious injuries in connection with most of his total work.



### PART III

#### INSTALLATION AND ADMINISTRATION

##### Step One -

Organization

##### Step Two -

Job Descriptions

##### Step Three -

Evaluation of Individual Jobs

##### Step Four -

Summary of Evaluations

##### Step Five -

Development of, and Classification of Jobs to, Grades

##### Step Six -

Development of Wage Structure

##### Step Seven -

Application of Wage Structure to Present Employees

##### Step Eight -

Implementing Policy

### PART III

#### INSTALLATION AND ADMINISTRATION

Assuming that the general principles of job evaluation and its use - as briefly reviewed in PARTS I and II - are both understood and accepted, you are now ready to adapt this plan to your organization.

It is of paramount importance to bear in mind that from this point on the degree of success achieved in applying this plan will be directly traceable to you. From this point on, the degree of skill, logic and realism which you exercise will for a long time to come determine just how beneficial the use of scientific job evaluation may prove to be to your organization. From this point on - beginning with the very fundamental matter of organization and terminating with your implementing policy - the decisions are yours to make. In other words, the tools are available to you - but no one can use them for you. YOU must do it!

There are eight separate and distinct steps essential to the proper installation of this plan. There are no "short cuts". Since proper completion of each step is dependent upon proper completion of the previous one, each must be undertaken and finished - one at a time - in the exact sequence outlined in the following:

#### STEP ONE - ORGANIZATION:

Since a sound and logical arrangement and/or assignment of functions, duties and responsibilities to individual employees is the very foundation for all the work you will do in the course of installing this plan, the full importance of this matter of organization to job evaluation should be obvious. Actually, the soundness of the work accomplished on this first step will very likely determine more than any other single thing just how satisfactory or unsatisfactory the end results will be. It should be very clear, therefore, that it would be all but futile to proceed with this installation until all concerned are satisfied that the foundation for it - the structural organization - is sound.

Undoubtedly, one of the most common and, at the same time, one of the most damaging errors made in the installation of a job evaluation plan is the assumption that the organization, as currently constituted, is sound. Ordinarily, quite the opposite is true. Too often there has been little or no reason for making the kind of thorough analysis called for by this purpose. And the absence of such a study over long periods of time very often results in what is thought of as an organization but which, in reality, is no more than an informal arrangement of work which everyone concerned has come to take for granted. In other words, an organization which "just happened" will not be a satisfactory foundation for a system of job evaluation.

The stress being placed on this beginning step should not be construed to be a recommendation that sudden and wholesale changes in your personnel be effected. Obviously, such a move would be ill-advised and could possibly prove to be disastrous. However, at this point, if an analysis of acceptable quality is made, it should result



Step One - Organization (Continued):

in your having on paper an organizational structure which is, as nearly as possible, ideal. This ideal organization would, in all probability, have to be compromised for the time being. In other words, the particular qualifications, abilities, aptitudes, etc., of present personnel would undoubtedly prevent a complete swing to the ideal. However, by carrying the study to this extent, you will know how the business should be organized, you will know the weaknesses in your present arrangement and, above all, you will be in a position to begin working toward the ideal as opportunities present themselves - one by one - in the form of normal personnel turnover. Only in this way can you even hope to eventually achieve a truly satisfactory organization.

Regardless of the degree of improvement which your study indicates that you may eventually be able to achieve, the chart which is used as the basis for this installation must reflect your organization as it now actually operates. As stated previously, it would be very unlikely that you would be able to immediately make all of the improvements which this study might reveal as being possible. On the other hand, however, this analysis should reveal possibilities for improvements which could be made at once. Although this is a matter for your own determination, you should - at this time - move as far as you safely can toward your ideal organization. In any event, and regardless of the presence of temporary weaknesses which, for one reason or another, cannot be readily corrected, your organizational structure must be "frozen" for the time being for the purposes of proceeding with the installation.

For the purposes of job evaluation, an organization chart which merely reflects theoretical lines of authority and responsibilities is without value and, if used, it will eventually be recognized as the source of weaknesses in the end results achieved, as well as in the functioning of the plan. As a matter of checking on this point, it might be well to stop and ask yourself - and answer factually - whether or not, in the course of day-to-day activities, your organization actually "clicks". Does the organization accomplish desired end results strictly within the limits of lines of authority and responsibility? Do you, as the chief executive, follow these lines? Do you require other employees - supervisors and subordinates alike - to follow these lines? If questions of this nature can truthfully be answered in the affirmative, then there would be reason to feel that your structure is sound. However, if any such question must be answered in the negative, then further work should be done toward placing the organization in proper alignment.

Basically, organization is an elementary matter of logically grouping like things together and seeing to it that some one person has the responsibility for each of them. In making this study, every reasonable attempt should be made to do a thorough and logical job of placing responsibility for "whole" functions instead of on a piece-meal basis; of arranging functions - and the duties and responsibilities relating thereto - in proper relationship to one another; of placing responsibility for duties of differing degrees of difficulty, i.e., simple and routine to technical and complex, in terms of the organizational level of the job, etc. Properly accomplished, this analysis should result in a sound and logical grouping - first of functions and then of individual duties and responsibilities - all of the activities the business must perform.

Step One - Organization (Continued):

Obviously, this process is one of re-thinking your organization in terms of maximum efficiency and minimum costs for operations and administration. This is the time and place to recall all of those relatively minor day-to-day happenings - generally labeled as "misunderstandings" - which seem to periodically bog things down and sometimes even throw the entire setup into a state of confusion. It is at this point that things of that nature should be recognized for what they are - organizational weaknesses - and corrected before any attempt is made to evaluate the jobs concerned. In other words, it is impossible to evaluate something that is unknown, intangible, etc. It is impossible to accurately evaluate a job which entails responsibilities of a vague nature. The process of eliminating vagueness and substituting positiveness will not only make accurate evaluation possible but it will also go a long way toward putting an end to the so-called "misunderstandings".

It is this initial step in the total process that represents the first instance where every possible effort should be made to disassociate the individual employees, as such, from the jobs they occupy. Sound organization dictates that the structure be specifically designed to accomplish, in the most efficient and economical manner possible, the total job for which the business exists. This principle, in turn, dictates that the structure, therefore, cannot be designed on the basis of or influenced by the particular qualifications, abilities, etc., of individuals. It should, on the contrary, be designed to accomplish the job and then fully qualified persons employed for the jobs as established.

Although not related directly to the evaluation process, the matter of formal approval of the official chart of organization seems in order. Regardless of the problems encountered in the course of working out your final organizational structure, it should be presented to your board of directors for their consideration, understanding and approval. Such a chart should, at this point, reflect only the structural organization, a proper labeling of and statement of functions for each department, division, section, etc., and the titles of all individual jobs and positions. This master chart presented to the board of directors should not reflect the names of individual employees currently occupying the jobs and positions. To include the names of employees on this copy of the chart could obviously be construed as a request for or approval of the employment of the persons whose names appear thereon. This, of course, would normally be inconsistent with properly established relations between the board of directors and the manager. In other words, recommendation that the board of directors consider and approve the organizational structure before proceeding with the job evaluation process is based on the principle that the board has the overall responsibility for the way in which the business is operated, including the setting of policies with respect to service to members, number of employees necessary to render such service, compensation of such employees, etc. Adherence to this principle does not, however, suggest that the board of directors have a direct voice in who is employed. This is very properly a responsibility of the manager and it is for this reason that it is suggested that approval of the official chart of organization by the board of directors be handled in such a way as to avoid even a suggestion to the contrary.



### PART III - Installation and Administration

#### STEP TWO - JOB DESCRIPTIONS:

The next - or second - step in the job evaluation process is the development of a factual and clearly written description of each job or position reflected by your official chart of organization.

Each such description should be so written as to enable even a person totally unfamiliar with your organization to be able to understand the duties and responsibilities of the job, as well as - with the help of the chart - its true relationship to other jobs. A job description for this purpose is not necessarily intended to reflect every duty in minute detail; however, every effort should be made to bring out as clearly as possible all of the significant characteristics, elements and peculiarities of each job in terms of the job evaluation factors against which it will be weighed.

There is not necessarily any one best form of job description. However, all descriptions within the same organization should follow a uniform basic layout or arrangement of data. This pattern should be determined in advance. As merely an example of one suitable pattern, a series of job descriptions are included in PART IV EXHIBITS.

This is a good place to bear in mind that the success and effectiveness of job evaluation in your business will depend very largely upon its acceptance by the employees. It is for this reason that every reasonable effort should be made to handle the entire installation of the plan in such a way as to encourage employee participation in it. Participation should result in understanding; and understanding should result in acceptance. This step probably offers the first opportunity for actual participation by all employees. One way to accomplish this might be to require each employee to write the first draft of his or her job description. Obviously, these first drafts would be inadequate insofar as finished job descriptions are concerned. However, such drafts would be valuable from the standpoint of at least determining what each employee thinks his job consists of.

As a preliminary move toward this or any other employee participation, it is recommended that a meeting of all employees be held for the purpose of explaining the principles and workings of job evaluation. It would be unreasonable to expect that one such discussion meeting would result in a proper understanding by all concerned. Therefore, it should be considered as merely a start and ways and means of effecting further participation and understanding should be found.

Oftentimes, it is found to be much easier to effect understanding of an unfamiliar subject if the principles and workings of it can be related to something generally understood by the group. In a very real sense, this particular step in the process is very similar to another function with which many cooperative employees are familiar - specifications of line materials and equipment. The writing of job descriptions is very largely a task of determining and writing down certain specifications for the exact kind of labor - regardless of whether it is professional, skilled or unskilled - needed by the cooperative in order to properly carry on all the activities for which it is responsible.

Step Two - Job Descriptions (Continued):

Like any other modern business, your organization - if properly staffed - requires the employment of persons possessing a variety of skills, abilities, aptitudes, etc., which are needed to one degree or another in direct relationship to the specific work each is employed to accomplish. It becomes apparent, therefore, that the process of determining exactly what is needed by the organization in terms of manpower is very similar in character to the problem of ascertaining the organization's need for certain kinds of line materials, equipment, etc.

By way of relating a bit further the principles involved in both instances, it might be pointed out that, in the procurement of line materials, the cooperative would not think of ordering and paying for a type of material unsuitable for the specific need; it would not knowingly receive and pay for materials determined to be inadequate, inferior or otherwise not suited to its particular needs; and it would neither order nor pay premium prices for materials of a quality generally beyond its actual needs. However, in lieu of similarly determining the actual requirements of each job, is this not exactly what is happening with respect to the purchase of labor?

In summarizing this step, it should be emphasized that the objective here is to develop, preferably with maximum employee participation, clear-cut, specific and factual descriptions of all jobs in the organization. In the course of doing this, advantage should be taken of every opportunity to better align the assignment of duties, to spell out as clearly as possible specific responsibilities, to effect improved understanding on the part of all employees and to generally increase the efficiency of the organization. In fact, would it not be reasonable to assume that even if such descriptions were not being developed for job evaluation purposes, the undertaking would be well worth the time and effort devoted to it from the standpoint of effecting a stronger organization, greater efficiency, lower operating costs and, above all, improved understanding among all concerned?

The job descriptions should be considered complete and final only after each one has been discussed between the employee concerned and his immediate supervisor, as well as with any other person in the line of supervision, and finally approved by the manager.

STEP THREE - EVALUATION OF INDIVIDUAL JOBS:

Following completion and final approval of all job descriptions, the headings of a "WORK SHEET FOR EVALUATION OF INDIVIDUAL JOBS" - a sample form of which follows - should be completed for each job.

It is at this point that the evaluation process actually begins. This evaluation first takes the form of a preliminary - but careful - study of each one of the jobs in terms of each one of the job factors. This is where the definitions of the job factors and the different degrees thereof come into play.

The specific procedure to be followed here is one of analyzing each job - one at a time - in terms of each of the ten job factors. Beginning with any one of the jobs, consider it first in terms of



Step Three - Evaluation of Individual Jobs (Continued):

"EDUCATION AND/OR EXPERIENCE". This calls for reading and understanding the definition of the factor itself which appears at the top of the sheet. With this explanation of the factor clearly in mind, it then becomes a matter of studying the series of degree definitions for the purpose of determining which one of the five degrees most closely describes the actual requirements of the job in terms of this one factor - "EDUCATION AND/OR EXPERIENCE". When this is at least tentatively decided, the designation of the applicable degree should be inserted in the space provided for this purpose on the form.

The same procedure should then be repeated with respect to the next job factor - "INITIATIVE-INGENUITY" - in connection with the same job. This process should continue until this one job has been evaluated in terms of each of the ten job factors. Upon completion of the first job, another should be selected and processed the same way. This evaluation procedure should continue until all jobs in the organization have been appraised in the same manner. (Prior to actually starting this evaluation, it might be well to review previous explanations concerning the proper application of the various degrees and the related table of point values. This appears in PART II, Page ).

Although one of the apparent uses of the "WORK SHEET" is the recording of the degrees and corresponding point values determined to be appropriate in each instance, an even more important purpose of this form is for making a permanent record of all of those particularly significant characteristics which justify or otherwise cause the job to be evaluated as it is. In other words, brief notes relating to important peculiarities of the job should be made in the spaces provided for this purpose. Such notes take the form of the substantiation for the evaluation. Properly recorded, this data should prove invaluable for reference purposes, for making minute comparisons between jobs, for use in discussing a job with the incumbent, for explaining the requirements of the job to an applicant, etc. Notes of this nature should cover those particularly fine points which it is not feasible to include in job descriptions.

The original assignment of degrees should not necessarily be considered either completely accurate or final. Actually, this first appraisal should be looked upon as merely a preliminary alignment for the purpose of being better able to "think out" the more significant elements of each job.

Following completion of this preliminary evaluation, the work sheets for all the jobs comprising one department should be arranged side-by-side in an overlapping manner so that the degrees assigned to various jobs with respect to each of the factors can be easily compared with one another. At this point, the jobs should be very closely studied and every effort should be made to effect adjustments in the original appraisals to whatever extent is necessary to bring them into their proper relationship to one another with respect to each of the ten factors.

When this analysis by departments is completed, a similar cross-section review should be made of jobs of different departments but which are at relatively the same organizational level, i.e., key or supervisory jobs, second jobs, etc. Through this entire process the importance of making substantiating notes on the forms should not be neglected.

Step Three - Evaluation of Individual Jobs (Continued):

It is probably in this step that the tendency to be influenced by the qualities or lack of qualities on the part of a currently employed person is the strongest. This is only natural, particularly with respect to a job presently occupied by an employee possessing unusual ability, initiative, etc. However, in the interest of the soundness of the entire installation, every possible effort should be made to avoid being influenced by these factors. One of the most effective ways to actually avoid this is to think of the job as being vacant and make your decisions on the basis of what you would look for in or require of an applicant for the job. And, of course, you should also bear in mind any adjustments which are contemplated in each of the jobs in order for you to eventually effect the ideal organization already decided upon.

Since this entire step is one of evaluating in terms of degrees, no particular purpose would be served in recording the corresponding point values until the final evaluations have been made. At that time, the appropriate number of points should be inserted in the spaces provided for this purpose, those on each sheet totaled and the sums placed in the lower right-hand corner of the form.

STEP FOUR - SUMMARY OF EVALUATIONS:

Upon completion of the previous step, the work sheets - with the applicable job descriptions attached - should be arranged in descending order in terms of the total number of points each job carries and listed on the "SUMMARY OF DEGREES AND POINT VALUES" form, a copy of which follows.

Since the basic objective of job evaluation, as such, is to determine - by scientifically weighing the various characteristics which make the jobs what they are - the relative value of each job in comparison with all others in the organization, it is important that even at this late time further effort be made to bring about any adjustment in the appraisals already made which will effect improved balance. This is one of the main purposes of the summary form - to enable you to see the evaluations - in all aspects - on one page. This simplifies the making of minute comparisons.

One apparently worthwhile technique in accomplishing this is to determine - in terms of one factor at a time - which job in the organization justifies maximum weight and just what that weight should be. In turn, a similar determination should be made as to which job merits only minimum weight with respect to the same factor. In this way, the maximum and minimum can be considered as "landmarks" between which all other jobs can more easily be brought into their proper relative positions.

In the course of performing this final evaluation, it is important that the degree definitions be thought of for what they are - merely guides in determining the relative weight of jobs in connection with each of the factors. These definitions should be adhered to in making these determinations only insofar as they contribute to effecting proper balance. To the extent that a given definition fails to express an exact condition or circumstance, it should be departed from to any degree necessary to place on it what is deemed to be proper weight for the job. In other words, it is entirely in order to credit any job with either more or fewer points than called for by application of a certain degree. For example, if 100 points would more accurately express the relative weight in a job for "supervisory responsibility" than would 80 points, which is the 2nd degree, or 120 points, which is the 3rd degree, then there should be no reluctance to do this. The use of fractional degrees is almost invariably required in making final and accurate evaluations.



# WORK SHEET FOR EVALUATION OF INDIVIDUAL JOBS

DATE: _____, 195 _____			TITLE OF JOB: _____		
JOB FACTORS—			SUBSTANTIATION OF FACTOR RATING—		
Education — Experience:					
			DEGREE:		POINTS:
Initiative — Ingenuity:					
			DEGREE:		POINTS:
Supervision:					
			DEGREE:		POINTS:
Equipment, Tools and Materials:					
			DEGREE:		POINTS:
Safety of Others:					
			DEGREE:		POINTS:
Member—Employee Relations:					
			DEGREE:		POINTS:
Physical Effort:					
			DEGREE:		POINTS:
Mental—Visual Effort:					
			DEGREE:		POINTS:
Working Conditions:					
			DEGREE:		POINTS:
Unavoidable Hazards:					
			DEGREE:		POINTS:
TOTAL					POINTS:

31











Step Five - Development of, and Classification of Jobs to, Grades:

The previous step was the last of the job evaluation process as such. This - the fifth step - is one of developing a series of "job grades" and determining, on the basis of the total relative weights of the jobs, the proper grade classification of each one.

The "Summary Sheet" completed in the previous step reflects a total point value for each job in the organization. One of the best methods to follow in solving the matter of job grades is to first plot each job, in terms of its total point value, on a sheet of graph paper. In so doing, a number of more or less natural "breaks" between one or more jobs will very likely be obvious. These "breaks" can usually be used as a basis for a pattern of the grade differentials to be established.

For this purpose, a sheet of K & E graph paper, size 11" X 16½", stock number 358-5L, will be found suitable. An appropriate scale of point values, calculated on the basis of the full range of points to be plotted, should be worked out, vertically, along the left-hand side of the sheet. This scale should begin with the minimum number of points at the bottom and continue upward through the maximum number of points needed. An example of a suitable scale is reflected on the sample graph which follows.

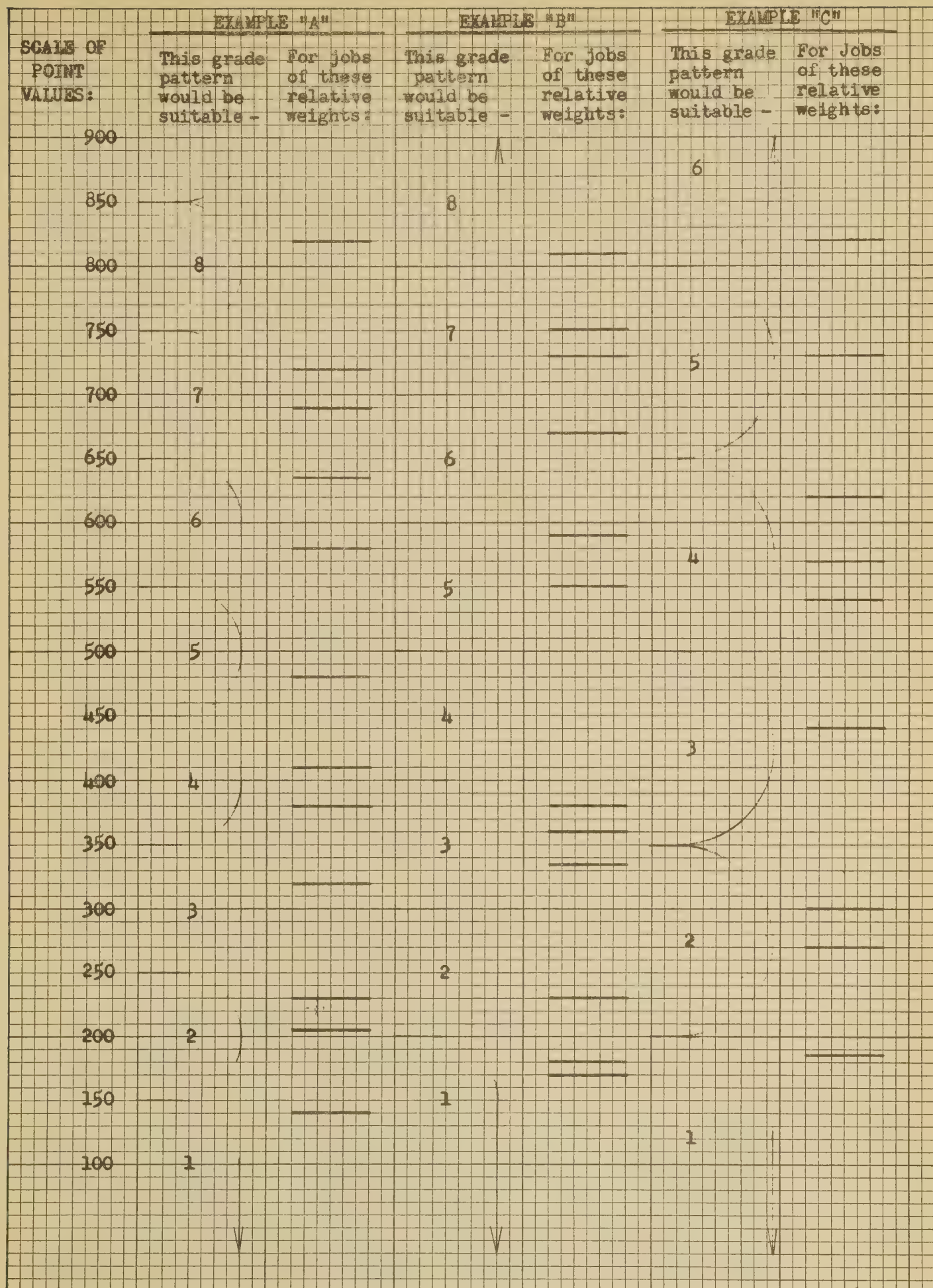
The total point values of all jobs should then be plotted similar to the way they have been in the three examples on the next page. As is true in each of the three examples, the plotting of the point values for your jobs will very likely indicate where and how differentials between the jobs may be established, as well as what range of points should constitute a grade. Regardless of the range deemed to be appropriate, each grade should consist of the same number of points. In other words, this pattern must be consistent - one grade should not be made up of 50 points, the next 75 points, the next 100 points and so on. Since there is no rule or standard to use in making this determination, it must be based upon your best judgment in terms of the number of jobs being considered, the levels of the jobs in terms of your evaluation of them and what range will permit the most logical grade differentials. A close study of the examples on the next page will reveal the reasoning for the grade pattern of each one.

One of the more important things to bear in mind in working out this pattern is that some two or even more jobs may be of sufficiently close weight as to dictate that they be placed in the same grade. To do so is, of course, entirely logical since the actual net differences between them might very likely be so intangible as to make it all but impossible to explain and cause an employee to understand and accept the contention that any real difference in weight exists - and, in turn, that there is any justification for a difference in the rates of pay. And, as pointed out previously, if a reasonable employee cannot be made to understand and accept - on the basis of your evaluation - the justification for the rate of pay for the job he occupies, as compared with the rates for other jobs in the organization, there would be reason to feel that the entire matter should be reviewed in an effort to identify and correct existing weaknesses.

Another matter which should be understood in establishing job grades is the fact that a properly constructed grade pattern might very well provide one or more grades in which no job would be classified at the time of installation. There is nothing at all unsound about this. In fact, in a sense, it is desirable since it provides flexibility through which the reclassification of jobs, based upon either increased or decreased responsibilities, may be more easily handled.











STEP SIX - DEVELOPMENT OF WAGE STRUCTURE:

Now, for the first time in the process, the matter of dollars and cents comes into the scheme of things. In other words, the next phase of the problem is one of translating the values of the individual jobs - as heretofore expressed in points - into appropriate hourly rates of pay expressed in dollars and cents. This is a matter, therefore, of creating a pattern of hourly rates of pay which can be applied logically, on the basis of the evaluations already made, to the various grades and, in turn, to the jobs.

Grade Structure:

For the sake of proceeding, at least a tentative decision must now be made as to whether each grade is to have a single rate of pay or one or more pay steps below and above the hourly rate determined to be correct for the exact middle point value of the grade.

Many modern pay plans provide a range of progressively higher rates within each grade. This takes the form of minimum and maximum grade rates, with a uniform number of steps between them in all grades. The objective of this type of structure is, of course, to make it possible for employees to progress - over a pre-determined period of time, as they acquire experience on their jobs, as they become more proficient in their work and, in turn, gradually become more valuable to the organization - from the minimum rates at which they are originally employed to the maximum rates prescribed for the grades of their respective jobs. This "in-grade" advancement is often automatic merely on the basis of satisfactorily performing assigned duties. In other instances, it is tied directly into a formal merit or performance rating plan which requires employees to make pre-determined marks on the basis of an analysis of all aspects of their work, personality, relations with other employees, etc., in order to be eligible for the next higher rates of pay within the grades of their jobs.

Since the development of a sound merit rating plan would in itself constitute a major undertaking, this plan advocates that to whatever extent "in-grade" advancement is provided for in your final wage structure, such progress be automatic at certain stated intervals merely upon a written indication that the employee has performed assigned duties to the satisfaction of his immediate supervisor.

Without going into the pros and cons of the theory of an "in-grade" pattern, it is generally assumed that certain organizations eventually using this type of plan will want to make it a part of their respective systems. In doing so, it is important to bear in mind that there is no particular pattern which has been proved to be the best; therefore, each one must decide upon a structure which is deemed to be best for his own organization. Only common logic can dictate the number of steps each grade should have, the time interval between steps, the monetary differentials between steps, the extent to which grades should overlap one another, etc.

Just a few of the many things to consider in making such a determination, however, are: the length of time which should be required for any employee to progress from the minimum to the maximum of a grade; considering the size of the organization and the normal personnel turnover, the chances for promotion to a job of a higher grade; the weekly, monthly and annual gross differences in the contemplated steps; the relationship of such amounts to the length of time required to earn them; and many other similar factors of this nature.

Step Six - Development of Wage Structure (Continued):

Supplementary Data Required:

Full and proper consideration and a final decision with respect to rates of pay for each grade, regardless of whether or not an "in-grade" range is adopted, require a number of things. One of these is a study and the compilation of reliable data with respect to rates of pay prevailing in the area for jobs involving the same caliber of work, duties, responsibilities, etc. This information should be obtained from rural electric cooperatives operating in the same general vicinity, as well as from neighboring electric distribution utilities and other businesses employing personnel in comparable capacities. The important thing to bear in mind in obtaining this data is that it should be based upon as nearly as possible truly comparable duties, responsibilities and requirements and not merely upon job titles. The need is for factual information with respect to the going or accepted rates in the area for work involving equal responsibility and difficulty. Anything seriously short of this will not be suitable.

As will become clear later on in the process, very special effort should be made to arrive at an accurate and fair rate for whichever job has been evaluated as the "heaviest" in your entire organization.

Hand in hand with the above information concerning actual pay, must be considered other significant factors such as any benefits which may accrue to the employees of the other businesses as compared with similar benefits provided by your cooperative. Such things as vacation leave, sick leave, hospitalization or other insurance, retirement, etc., should be considered, as well as the conditions under which each is available.

Still another type of data which should be readily available for consideration in working out this problem has to do with the rates of pay the cooperative has been paying on the same jobs in the past. This should take the form of a detailed analysis of the average gross earnings on each job over a period of at least the last year. This should include a breakdown of the straight time and overtime portions, the number of overtime hours worked, etc. This information will not only prove useful in this step but will also be needed in dealing with the problem of individual employees in the next step.

Use of Graph:

Armed with the above mentioned facts and figures, the problem of working out the details of the wage structure can be tackled. As one means of making it somewhat easier to see the entire problem at one time as it is being solved, it is suggested that the graph started in the course of the previous step be continued. As we proceed with this, let us bear three things in mind. One of these is that the graph is being used strictly as a guide in working out what we hope will be as nearly as possible accurate, fair and logical rates of pay for the jobs already evaluated. Another is that the sample graph which follows this explanation is nothing more or less than an example, and, as such, it is not intended to even



Step Six - Development of Wage Structure (Continued):

suggest that the point values of jobs thereon, the number of grades, the "in-grade" pattern or anything else about it would necessarily be appropriate for any given cooperative. The third thing to remember is that everything plotted on your graph is only tentative - or experimental - until your final wage structure is designed.

In working with a plan which is to provide for "in-grade" steps, the grades and pay rates must be consistently thought of, computed and plotted in terms of the middle rate of the grade. This is true of the example the accompanying graph reflects.

The first thing to be done in continuing the graph is to calculate and insert along the bottom margin of the sheet an appropriate scale of hourly rates of pay.

The objective at this point is to locate two "landmarks" upon which a "base line" to be used in arriving at dollar and cents grade ranges can be established. These "landmarks" should be located in the following manner:

Minimum Landmark:

The point on the graph sought for this purpose is the one which relates the "lightest" job, i.e., the job which has been evaluated at the lowest point value, to the hourly rate of pay tentatively set for it.

Therefore, as the graphic example indicates, let us assume that an "in-grade" pattern of four steps in addition to the entrance rate has also been tentatively adopted, and that each one of these steps represents a differential of five cents (.05) per hour. Therefore, in establishing the tentative middle step for Grade 1, we accept the legal minimum of seventy-five (.75) cents per hour as its "entrance" rate. This, in turn, means that the five step range would be .75 to .95 and that the middle step would be .85.

From this point on the scale of hourly rates, a solid vertical line should be drawn upward until it intersects the solid horizontal line indicating the total point value of the "lightest" job. The point of intersection establishes the "minimum landmark".

Maximum Landmark:

The point on the graph sought for this purpose is the one which relates the "heaviest" job, i.e., the job which has been evaluated at the highest point value, to the hourly rate of pay tentatively set for it.

This landmark is to be established in a manner similar to that followed in determining the minimum one. However, the soundness of this one is much more important to the entire wage structure and is also more difficult to establish. For one thing, there is nothing approximating the legal requirement applicable to the minimum upon which to even partially base it.

Step Six - Development of Wage Structure (Continued):

Use of Graph (Continued):

Maximum Landmark (Continued):

The finding of this point brings into play the data previously developed in connection with the going or accepted rate of pay in the area for the particular caliber of work found in this "heaviest" job. This accounts for the emphasis placed on the importance of obtaining completely reliable and accurate information with respect to this particular job.

In any event, based upon the final determination as to what the going rate for this job should be, a solid vertical line should be drawn from this rate in the scale of hourly rates (for the purposes of the example, \$2.00 per hour has been used as the going rate) upward until it intersects the solid horizontal line indicating the total point value of this "heaviest" job. The point of intersection establishes the "maximum landmark".

Base Line:

By connecting these two points of intersection, i.e., the minimum and maximum landmarks, by a solid diagonal line, a basis for determining relatively equitable rates of pay for all other jobs in the organization is established. This is referred to as the "base line".

In this connection, let us bear in mind that your graph will, of necessity, first reflect what must be considered as only a tentative or approximate pattern to be used as a guide, but out of which truly equitable rates for all jobs will emerge IF the evaluation of the jobs has been correctly handled and IF the landmarks on which your work is largely based from here on are sound. Let us assume, therefore, that both of these factors - and, in turn, the base line - are all sound.

Middle Pay Steps of Grades as Indicated by Midway Point Values:

The next move is to relate the middle of each grade to the scale of hourly rates as dictated by the "base" line. This should be done by drawing an easily distinguishable line (dotted line used in the example) from midway in the scale of grade point values - or weights - for each grade to the right until it intersects the "base" line, from which place it should be continued downward to the scale of hourly rates. This indicates the tentative middle hourly rate of the grades. Using these points as centers, half circles should be drawn to reflect the tentative pay range of the grades.

Hourly Rate of Pay for Each Job as Indicated by Exact Weight of Job:

By continuing the solid horizontal lines - representing the respective point values, or weights, of all the jobs between the "lightest" and "heaviest" - to the right until each intersects the "base" line and, from these points of intersection, drawing them downward to the scale of hourly rates, a theoretically correct single rate of pay for each of these jobs is indicated.



Step Six - Development of Wage Structure (Continued):

Use of Graph (Continued):

Determination of Final Wage Structure:

The correct hourly rates of pay, in terms of both the middle point value of the grades and the weight(s) of individual job(s) classified in the respective grades, have, by applying these weights against the base line, been determined. However, the problem at this point is to arrive at a proper and logical range of pay rates for the different grades which can be applied to individual jobs in the grades regardless of their respective weights.

In the interest of arriving at the most logical and enduring structure possible, the various hourly rates which the graph indicates fall within the limits of the tentative ranges of the grades should be reconciled to determine what the average - or final - middle step of each of the grades should be. In other words, the average of the hourly rates indicated by both the midway point value of each grade (dotted lines) and the exact point value - or weight - of the job(s) (solid lines) should determine the hourly rate to be established as the middle step within each of the grades.

On the accompanying example graph the results of this reconciliation are shown in red. The short red vertical lines along the scale of hourly rates reflects (to the nearest even cent) the middle step hourly rates which this procedure reveals as being correct for the various grades. In turn, by using this rate as the center point of the five five-cent steps within each grade range, a half circle (shown in red) indicates the minimum and maximum of each grade, as well as the extent to which the wage ranges of the various grades overlap one another. A close study of this latter aspect of the graph - as well as of the "Schedule of Job Grades and Applicable Hourly Rates" which has been prepared from this graph and appears later - reveals what might be considered as a pattern of well-balanced grade ranges.

A further grade-by-grade analysis reveals the following in terms of the grade ranges originally set up as tentative (dotted half-circles) as compared with the grade pattern finally determined to be appropriate (red half-circles):

(NOTE: Table which normally should follow immediately the above must, due to its length, be started on next sheet)

Step Six - Development of Wage Structure (Continued):Use of Graph (Continued):Determination of Final Wage Structure (Continued):

As indicated by the middle point value - or weight - of the grade (dotted lines) the correct		By averaging the rate indicated by the mid-way point value - or weight - of the grade (dotted lines) with the rate(s) dictated by the weight(s) of the job(s) classified at this grade, the correct		
G				
R				
A	middle step	wage range	middle step	wage range
D	of the range	should be:	of the range	should be:
E	should be:		should be:	(d)
1	\$ .795	.695 - .895	.82	.75*- .92 (a)
2	.975	.875 - 1.075	.98	.88 - 1.08
3	1.15	1.05 - 1.25	1.16	1.06 - 1.26
4	1.33	1.23 - 1.43	1.33	1.23 - 1.43 (b)
5	1.51	1.41 - 1.61	1.51	1.41 - 1.61
6	1.685	1.585 - 1.785	1.70	1.60 - 1.80
7	1.86	1.76 - 1.96	1.85	1.75 - 1.95
8	2.035	1.935 - 2.135	2.02	1.92 - 2.12 (c)

Explanatory Notes:

- (a) Final minimum rate for Grade 1 increased from .72 to 75\* to conform with legal requirements.
- (b) Since, at present, there is no job classified as Grade 4, no basis or reason for adjusting the range of this grade exists. However, when and if a job is classified to this grade, an adjustment might then be in order.
- (c) The grade range and steps for this grade differ from the others in that the tentative middle hourly rate of \$2.00 was originally used in arriving at the base line which, in turn, has influenced the final grade range of this, the top grade in the organization.
- (d) All final rates rounded out to closest even cent.

The following page reflects a schedule of job grades and applicable hourly rates which is typical of the kind of table which should be prepared on the basis of the wage structure finally adopted. Such a schedule will prove very valuable in using it to explain the pattern of grades, the wage structure and how the plan as a whole works.

Although the above described procedure of working out a wage structure graphically will prove very useful and should facilitate the entire undertaking, such a graph cannot - of course - be expected to produce mathematically accurate and indisputable figures upon which to base the final wage structure. Therefore, even after reaching this point in the installation process, it may be that more than anything else your graph indicates that you should return to Step Five and endeavor to develop a more logical pattern of job grades upon which to rework this Step.



SCALE OF  
POINT  
VALUES:

JOB  
GRADES:

LEGEND:

Range of Point Values  
of Individual Grades

Tentative Wage Range Indi-  
cated by Application of Mid-  
way weight of grade to base  
line.  
Final Wage Range Based Up-  
on Average of Both Grade  
and Job(s).

HORIZONTAL

Mid-way Point Value of Grade.  
Point Value of Individ-  
ual Jobs as Evaluated.

VERTICAL

Tentative Middle of Grade Pay Range  
Exact Pay Rate for Individual Jobs  
as Indicated by Application of Job  
Weights to Base Line  
Adjusted Middle Pay Step Based on  
Average of Both Grade and Job(s)

900  
850  
800  
750  
700  
650  
600  
550  
500  
450  
400  
350  
300  
250  
200  
150  
100

8  
7  
6  
5  
4  
3  
2  
1

.80 .90 1.00 1.10 1.20 1.30 1.40 1.50 1.60 1.70 1.80 1.90 2.00







SCHEDULE OF JOB GRADES AND APPLICABLE HOURLY RATES								Monthly Gross**
1	2	3	4	5	6	7	8	
.75*								\$ 129.90
.77								133.36
.82								142.02
.87								150.68
<del>.92</del>	.88							152.41
	<del>.93</del>							159.34
	.93							161.07
	.98							169.73
	1.03							178.39
	<del>1.06</del>							183.59
	1.08							187.05
		1.11						192.25
		1.16						200.91
		1.21						209.57
		<del>1.23</del>						213.03
		1.26						218.23
			1.28					221.69
			1.33					230.35
			1.38					239.01
			<del>1.41</del>					244.21
			1.43					247.67
				1.46				252.87
				1.51				261.53
				1.56				270.19
				<del>1.60</del>				277.12
				1.61				278.85
					1.65			285.78
					1.70			294.44
					1.75	1.75		303.10
					1.80	1.80		311.76
						1.85		320.42
						1.90		329.08
						<del>1.92</del>		332.54
						1.95		337.74
							1.97	341.20
							2.02	349.86
							2.07	358.52
							2.12	367.18

\* Minimum of Grade 1 increased to conform with legal requirements.

\*\* Based on 4.33 forty hours, straight-time weeks. For reference purposes only.





STEP SEVEN - APPLICATION OF WAGE STRUCTURE TO PRESENT EMPLOYEES:

In all likelihood, if you are entirely honest with yourself, you will realize that in the course of working out the various steps of this installation, you have - to one degree or another - permitted the abilities or lack of abilities on the part of certain employees to influence your decisions. This is perfectly understandable. To have avoided it completely would have been all but humanly impossible. However, the fact remains that to the extent that this has occurred the basic principles of job evaluation have already been compromised, and, to that extent, the original installation will be weak. This, in turn, means that to an equal extent the difficulty of properly administering the plan has been increased.

However, regardless of the extent to which this may be true, you still have the problem of applying the end result to the individual employees currently occupying the jobs. Ordinarily, from the time of installation on, it is assumed that each newly employed person will enter upon duty at the minimum rate of pay for the grade of the job for which he or she is being employed. However, because of any number of factors which of necessity must be considered, it is not always possible - or even desirable - to put the plan into operation by arbitrarily applying the minimum rates of the grades concerned to all employees. In fact, in the interest of successful operation of the plan, a number of things must be considered and resolved in determining which step in the applicable grade is to apply to each presently employed person.

One of the things to be considered here is the matter of length of service. And one way to do this - but not necessarily always a consistently sound way - is to consider, based upon length of service, what the employee's present rate of pay would now be if he or she had originally been employed under the provisions of the revised wage structure. This principle cannot, however, be followed to the exclusion of another important aspect of the problem, i.e., the employee's average earnings at the old rate of pay. In considering this latter angle, the matter of overtime must be looked upon realistically. For example, a given employee may have worked a great deal of overtime in attaining the average earnings figure being considered; and, under the new plan, this overtime may be materially reduced or perhaps even eliminated completely. On the other hand, you may have one or two employees occupying key positions and who, because of the nature of the responsibilities of their jobs, fall in the executive, administrative or professional classification, as defined by the Fair Labor Standards Act, and, as such, could be placed on a salary basis, thereby eliminating overtime as a factor for consideration.

There may be other considerations involved in making these decisions. In any event, however, a fair and equitable decision is not likely unless all of the important aspects, such as those pointed out above, are taken into account. Failure to go into all these things prior to establishing the pay rates which are to apply to all employees might very easily result in a great deal of trouble, misunderstanding and embarrassment.

The above reasoning could easily be taken to imply that rates of pay determined to be correct through the use of this plan might somehow be expected to very closely coincide with the rates now being paid. This, of course, is not necessarily true; and it should be borne in mind that the principal reason for installing a system

Step Seven - Application of Wage Structure to Present Employees (Cont'd):

of job evaluation is for the purpose of effecting equal pay for equal work. Stated another way, one of its natural results should be to identify and eliminate inequities in present rates of pay. If, based upon and following a sound installation of job evaluation, there is to be any reluctance to correct inequities, then there obviously exists little reason to devote the time and energy necessary to do the job.

Possibly one of the most damaging circumstances which could be permitted to develop would be an instance where nothing is done to correct an inequity involving an employee whose previous rate of pay was found to exceed even the highest or top step for the grade of the job he occupies. The important thing in such an instance is not necessarily what is done about it, but that something be done - even if it is nothing more than an admission that the inequity exists and an understanding on the part of all concerned as to why it is being allowed to continue. Failure to act toward the correction of an inequity found to exist, even if a great deal of time would be required to fully resolve it, will be as damaging as any other single thing. Failure or unexplained procrastination in correcting inequities could be responsible for making the entire system of "equal pay for equal work" appear as a farce to the whole organization.

In any event, decisions will have to be made with respect to each individual employee largely on the basis of circumstances peculiar to his or her own case.

STEP EIGHT - IMPLEMENTING POLICY:

As stated previously, an important - and very necessary - part of a complete and successful job evaluation installation is a thorough understanding and acceptance of it, both in principle and in result, by all concerned, beginning with the board of directors and extending downward throughout the organization. Obviously, this in itself calls for considerable time-consuming effort.

As far as the employees are concerned, they cannot be expected to understand or accept it unless the principles and mechanics of it are made unmistakably clear. A great part of this educational job can be accomplished hand-in-hand with the installation process if - as recommended earlier - it is handled in such a manner as to make possible and encourage employee participation in it to every reasonable extent.

However, since the adoption of (1) the principles, (2) then the results of applying the plan and (3) the specific provisions for its administration, are all matters of basic policy, it is clear that the more familiar the individual directors become with it, the more solid the foundation for its installation and administration. Therefore, beginning with having your recommended chart of organization considered and approved by the board - as recommended in Step One - every opportunity should be taken to further explain the intent and workings of job evaluation.

Since board approval of the plan would precede the plan's formal installation, a statement of policy - generally reviewing the principles involved and setting forth the mechanics of it - should be drawn up in



Step Eight - Implementing Policy (Continued):

advance of the board meeting at which its adoption is to be considered. Such a statement should, of course, cover many points - most of which, because of educational work accomplished in the course of adapting the plan to your organization - will merely serve to confirm what is already known and understood by all concerned.

Nevertheless, some of the most important points to be covered are:

1. A brief explanation of the fundamental principles of job evaluation. This portion should particularly emphasize the basic concept of the job itself as distinguished from the incumbent of the job.
2. An explanation of the pattern of grades; how they were arrived at; how an employee may progress from the entrance or minimum step to the maximum of the grade of his particular job; and the meaning of being in the maximum step of the grade.
3. An explanation of how and under what circumstances an employee might expect to be promoted from his present job to one of a higher grade; and, in such an instance, how it would be determined as to which pay step of the higher grade would apply.
4. An explanation of the meaning of "salaried jobs", if any, as distinguished from hourly rate jobs, in terms of hours of work, overtime, overall responsibilities, etc.
5. And, in addition to any other points deemed to be important, it should be made clear as to the date when the plan will become effective.

A copy of this statement should be made available to each employee at the time of a meeting of all employees just prior to the effective date of its adoption. Accompanying this statement should be a copy of the description of the job occupied by the employee concerned. The job description should reflect the Grade to which the job has been classified. In addition, this material should also be accompanied by a copy of the "Schedule of Job Grades and Applicable Hourly Rates", with the particular hourly rate which applies to the employee circled.

It cannot be assumed that, even after what the employees learn about job evaluation during the installation period, during this discussion meeting prior to the effective date of it, or from the written material made available to them, both the principles and mechanics of it are understood sufficiently well to eliminate misunderstandings. In order, however, to effect proper understanding on the part of supervisors, all employees should be required to take up and all problems relating to the plan with their respective immediate supervisors. To the extent that the supervisors are unable to answer such questions they should, in turn, be required to take them up with the next person in the line of supervision. Only in this way can it be expected that all supervisors will eventually understand your plan as thoroughly as they should.

## S U M M A R Y

By this time the entire matter of job evaluation may impress you as something terrifically technical, involved and, in fact, too clumsy to solve your compensation problems. Its installation is - at the best - a time-consuming and difficult task. However, reduced to its simplest form, i.e., one step undertaken and completed before the next one is started - and in the sequence set forth in PART III - it can be worked in such a way as to make the time and effort well worth while. To a great extent this is true because there is so much beyond a sound compensation plan to be gained from its proper installation.

Here are a few other very important things to remember about job evaluation and its use -

It is not a cure-all for personnel problems in general. It will not do the supervisory job for you or anyone else in your organization; it will not solve an acute manpower shortage in certain fields; and it will not automatically secure approval of the Wage Stabilization Board for pay increases.

It is, however, capable of and can make worthwhile contributions toward the solutions of these and many, many other related problems of management IF given the opportunity to do so through proper installation and able administration.

Able administration of a job evaluation plan requires more skill than the mere installation of it.

There should be nothing about a sound plan of job evaluation that should have to be considered as secret or confidential. Upon installation, every phase of it should be an open book to all concerned. A sound plan has no apologies to make; properly installed and administered requires no apologies.



#### PART IV

#### EXHIBITS:

1. Example Chart of Organization
2. Example Job Descriptions





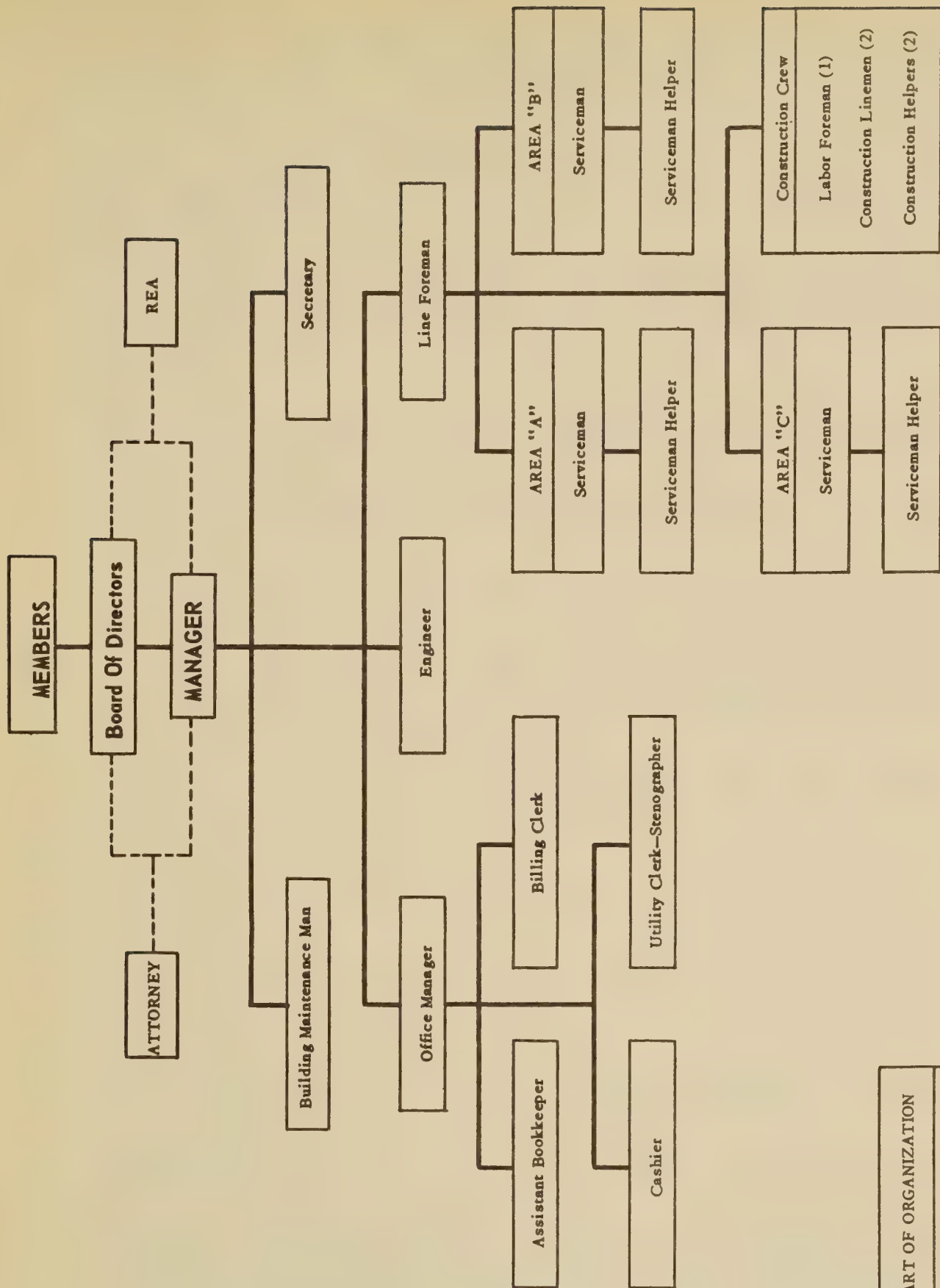


CHART OF ORGANIZATION

Example Rural  
Electric Cooperative, Inc.  
Podunk, U. S. A.





## JOB DESCRIPTION AND REQUIREMENTS

(EXAMPLE ONLY)

**TITLE: LINE FOREMAN**

**GRADE: \_\_\_\_\_**

### JOB SUMMARY

Under general supervision of the cooperative Manager, is responsible for supervising and generally coordinating all line construction, maintenance and service work throughout the area and in connection with all consumers served by the Cooperative.

### JOB DUTIES:

1. Responsible for supervising, directly or indirectly, the work of all line department employees. In this connection, and in accordance with the Cooperative's supervisory standards, the incumbent is responsible for:
  - a. Planning, scheduling, and making work assignments to all subordinate employees in such way as will insure the handling of all work in a prompt, safe, economical, work-man-like, and generally efficient manner.
  - b. The quality and quantity of all work performed or handled by subordinate employees.
  - c. Proper training of all subordinate employees in all phases of their assigned work.
  - d. Interviewing selected applicants for job openings and making recommendations to the Manager in connection with final selections. Is also responsible for continuously evaluating the performance of each subordinate and for making appropriate recommendations to the Manager for the replacement of any employee who is either unable or unwilling to satisfactorily perform his assigned duties.
  - e. Continually and critically reviewing all work methods, procedures, etc., for the purpose of discovering ways and means of effecting improvements in same, as well as for making appropriate recommendations to the Manager for effecting such improvements.
  - f. Knowing and understanding the organization and for effecting adherence to it in the course of carrying on all assigned functions.
2. On the basis of written job orders, together with applicable sketches prepared by the Engineer, is responsible for directing and supervising all construction work on the system.
3. Responsible for directing and following through on all line matters essential to the maintenance of service throughout the area served; for coordinating and following through on outages, trouble calls, investigating consumer's complaints, etc., so as to restore service with the least possible inconvenience to all concerned.
4. Responsible for assigning to subordinates for execution, all approved requests made by consumers for running services, making connects and disconnects, changing meters, etc., and for following through to determine that such matters are promptly and properly handled.
5. On the basis of either written or oral instructions from headquarters, is responsible for effecting disconnects for non-payment of bills. (Final decisions as to cutoffs are made by the Manager, or in his absence, by the Office Manager.)
6. Responsible for effecting proper and only authorized use of any and all automotive and other equipment and tools assigned to and/or used by him personally, or by employees under his supervision. In this connection, is further responsible for effecting, either personally or by subordinates, minor maintenance and servicing of all such equipment as assigned, as well as for reporting to the Manager any maintenance needs which he is not personally able to handle.

7. Responsible for making assignments and for following up on the reading of meters in accordance with the policy of the Cooperative, i.e., all meters in the towns of Lometa and Evant read monthly, all meters for which no reading has been received from the consumer for the previous three months, and such other readings as may from time to time be required.
8. Responsible for knowing, understanding and personally performing all duties in accordance with accepted safety rules, regulations, practices, etc., as well as for effecting adherence to such standards on the part of all personnel in the line department.
9. Responsible for the proper care, use, handling, protection and accountability of any and all materials issued to him or to his subordinates for specific jobs, truck or other inventories, etc., and for the accuracy of all reports as to the use of such materials. In this connection, is further responsible for the proper care of and return to the warehouse of all unused, surplus and/or retired materials.
10. Responsible for personally carrying out, or assigning to and following up on, wiring inspection requests by consumers any place in the area served.
11. Responsible, at all times and under any circumstances requiring direct contact with individual members or others, for handling assignments and conducting himself in such a manner as will reflect credit on the management of the Cooperative, and contribute to an increasingly better understanding by, and harmonious relations with, the members and public in general. Responsible also for cooperating to every reasonable extent with the heads of other departments to the end that a high degree of coordination may be achieved on all matters where the work of his department is inter-related to that of another.
12. Responsible for knowing and keeping currently informed with respect to any and all policies, procedures, FCC regulations, rate schedules, National Electrical Code, wiring specifications, or other similar matters relating to the incumbent's assigned duties, and for clearly and accurately interpreting same to Members, employees and others concerned as circumstances require.
13. Responsible for having a thorough knowledge of the entire distribution system, such as location of lines, voltages, sources of power, direction of feeds, the extent or approximate amount of load carried by each metering point, the relative importance of one line to another, location of breakers, etc. In this connection, must have a thorough knowledge of the system of mapping, and be able to read and to interpret maps to others.
14. Responsible for performing such other duties of a comparable nature as may, from time to time, be assigned.

#### **JOB REQUIREMENTS:**

1. Must have the equivalent of a high school education, plus a minimum of five years of closely related work experience. If such experience was gained with the Cooperative, somewhat less might be acceptable. In any event, at least two years of such experience should have included responsibility for directing the work of a line construction crew, training of subordinates, etc.
2. Must have a thorough knowledge of all line materials, assemblies, equipment and apparatus, as well as of standard REA specifications, so as to be able to understand, issue and/or execute written and oral instructions in connection with construction drawings, staking sheets, etc.
3. Must be willing to personally perform construction, maintenance and operating work when required.
4. Must be willing to accept standby duty on trouble calls and perform such work in all kinds of weather and at all hours of the day or night.

5. Must be physically able to continuously perform very strenuous tasks such as climbing, lifting, carrying, holding etc., over relatively long periods of time. In this connection, must be willing to submit to, and successfully pass, a physical examination at any time such might be required.
6. Must have a thorough knowledge and understanding of all applicable safety rules, regulations and practices, and be able to periodically make a satisfactory rating in connection with any written or oral examination which, from time to time, may be required of him.



## JOB DESCRIPTION AND REQUIREMENTS

(EXAMPLE ONLY)

**TITLE: SERVICEMAN**

**GRADE: \_\_\_\_\_**

### **JOB SUMMARY:**

Under general supervision of the Line Foreman, is responsible for supervising and/or personally performing a wide variety of involved and hazardous types of line construction, maintenance, operations and service work.

### **JOB DUTIES:**

1. Responsible for carrying out—in a safe, prompt, efficient and workman-like manner—both written and oral instructions for the construction, maintenance and servicing of any and all lines within an assigned geographic area; and, upon special assignment, for performing similar work on lines anywhere on the system.
2. Responsible for training and supervising one helper on any and all assigned jobs requiring such help. In this connection, is responsible and accountable for the quality and quantity of all work accomplished by, as well as for the safety of any employee(s) assigned to work with him.
3. Responsible for knowing, understanding and personally performing all duties in accordance with accepted safety rules, regulations and practices, as well as for effecting adherence to such standards on the part of anyone assigned to work under his supervision.
4. As assigned, is responsible for executing, with or without assistance, a variety of miscellaneous duties, such as reading meters, connecting or disconnecting services, collecting delinquent accounts, etc.
5. In the normal course of his assigned work, is also responsible for complying with Members' requests for investigating trouble, restoring service, making connects, disconnects, installing and removing transformers, running 3rd wires and secondary services, etc., as well as for making accurate reports of such matters to his supervisor.
6. In the normal course of his assigned work, is also responsible for recognizing and for taking—on his own initiative—proper action in connection with minor maintenance needs of the system and for reporting work accomplished.
7. Responsible for effecting proper and only authorized use of any and all automotive and other equipment and tools assigned to and/or used by him personally, or by employees under his supervision. In this connection, is further responsible for effecting, either personally or by subordinates, minor maintenance and servicing of all such equipment, as well as for reporting to his superior any maintenance needs which he is not personally able to handle.
8. Responsible for making all required reports, either orally or in writing, accurately and promptly.
9. Responsible for making house wiring inspections as assigned.
10. Responsible for assisting construction crews when necessary as assigned by Line Foreman.
11. Responsible for the proper care, use, handling, protection and accountability of any and all materials issued to him for specific jobs, truck or other inventories, etc., and for the accuracy of all reports as to the use of such materials. In this connection, is further responsible for the proper care of and return to the warehouse of all unused, surplus and/or retired materials.
12. Responsible at all times and under any circumstances requiring direct contact with individual members for handling assignments and conducting himself in such manner as will reflect credit on the management of the Cooperative, and contribute to an increasingly better understanding by, and harmonious relations with, the Members and public in general.

13. Responsible for knowing and keeping currently informed with respect to any and all policies, procedures, rate schedules, wiring specifications, or other similar matters relating to the incumbent's assigned duties, and for clearly and accurately interpreting same to members and others concerned as circumstances require.
14. Responsible for performing such other related duties as it may, from time to time, be necessary to assign him.

#### **JOB REQUIREMENTS:**

1. Must have the equivalent of a high school education, plus 3 years experience in line work, including a minimum of 2 years climbing poles.
2. Must be capable of planning routine work in order that maximum production can be attained with minimum expense. In addition, the incumbent must be able to complete assignments in a workman-like manner.
3. Must be physically able to continuously perform reasonably strenuous tasks such as climbing, lifting, carrying, holding, etc., over relatively long periods of time. In this connection, must be willing to submit to, and successfully pass, a physical examination at any time such might be required.
4. Must have a thorough knowledge of his assigned portion of the distribution system, such as location of lines, voltages, sources of power, direction of feeds, the extent or approximate amount of load carried by each metering point, the relative importance of one line to another, location of breakers, etc. In this connection, must have a thorough knowledge of the system of mapping, and be able to read and to interpret maps to others.
5. Must have a thorough knowledge and understanding of all line materials, assemblies, equipment and apparatus, as well as of standard REA specifications, so as to be able to understand and execute both oral and written instruction, construction drawings, staking sheets, etc.
6. Must be willing and able to respond to duty calls any hour of the day and night, weekends, and holidays, as well as in any kind of weather. In this connection, is responsible for accepting standby duty as assigned.
7. Must have a thorough knowledge and understanding of all applicable safety rules, regulations and practices, and be able to periodically make a satisfactory rating in connection with any written or oral examination which, from time to time, may be required of him.
8. Must be able to drive heavy automotive equipment and have a current commercial driver's license. The incumbent of this position must have a thorough knowledge of all applicable traffic laws and rules governing safe driving practices.
9. In order to qualify for house wiring inspections, must pass a wiring inspector's examination.

## JOB DESCRIPTION AND REQUIREMENTS

(EXAMPLE ONLY)

**TITLE: SERVICEMAN'S HELPER**

**GRADE: \_\_\_\_\_**

### **JOB SUMMARY:**

Under the direct supervision of a serviceman, or other supervisor as assigned, performs a wide variety of unskilled tasks as required.

### **JOB DUTIES:**

1. As specifically instructed by his assigned supervisor, performs routine jobs of which the following are typical:
  - a. Works as a helper to a lineman on all types of construction and maintenance work, both on the ground and on poles.
  - b. Assists in keeping the equipment and tools in good working condition, services trucks, keeps tools and materials on trucks in an orderly and easily accessible arrangement.
  - c. Drives truck, digs holes, cuts brush, trims trees and performs other related unskilled laboring tasks as assigned.
2. Responsible for knowing, understanding and personally performing all duties in accordance with applicable safety rules, regulations and practices, as well as for being constantly alert to, and cautioning his supervisor about, existing hazards and/or unsafe practices.

### **JOB REQUIREMENTS:**

1. Must have, as a minimum, the equivalent of a high school education.
2. Incumbent must not be more than thirty (30) years of age.
3. Must be capable of or willing to learn to climb poles.
4. Must be able to operate heavy automotive equipment and have a current commercial driver's license. Must also have a thorough knowledge of all applicable traffic laws and rules governing safe driving practices.
5. Must be physically able to continuously perform strenuous tasks such as climbing, lifting, carrying, etc., over relatively long periods of time. In this connection, must be willing to take, and successfully pass, a physical examination at any time such may be required.
6. Must acquire a working knowledge of the more commonly used terms of line materials, assemblies, etc.



## JOB DESCRIPTION AND REQUIREMENTS (EXAMPLE ONLY)

**TITLE: LABOR FOREMAN**

**GRADE: \_\_\_\_\_**

### JOB SUMMARY:

Under general supervision of the Line Foreman, is principally responsible for directing a crew of from one to six laborers performing a variety of work in connection with the construction and maintenance of lines and/or right-of-ways. Normally assignments are such as to require incumbent to personally perform the same work as those he is supervising.

### JOB DUTIES:

1. Responsible for personally performing and supervising a crew of men engaged in a variety of both unskilled and semi-skilled tasks such as digging holes, hauling, framing and setting poles, clearing right-of-ways, etc., as assigned. In this connection, is responsible for carrying out all assigned work in a safe, prompt and workman-like manner, as well as for the quality and quantity of all work accomplished by those assigned to his supervision.
2. Responsible for personally setting dynamite charge for blasting rock holes and for care of explosives in compliance with safety regulations.
3. Responsible for operating air compressor and jack hammer on rock holes
4. Responsible for making all required reports, either orally or in writing, accurately and promptly.
5. Responsible for knowing, understanding and personally performing all duties in accordance with accepted safety rules, regulations and practices, as well as for effecting adherence to such standards on the part of any and all men assigned to his supervision.
6. Responsible for effecting proper and only authorized use of any and all automotive, and other equipment and tools assigned to and/or used by him personally, as well as by employees under his supervision. In this connection, is further responsible for effecting, either personally or by subordinates, minor maintenance and servicing of all such equipment, as well as for reporting to his supervisor any maintenance needs which he is not personally able to handle.
7. Responsible for the proper care, use, handling, protection and accountability of any and all materials issued to him for specific jobs, truck or other inventories, etc., and for the accuracy of all reports as to the use of such materials. In this connection, is further responsible for the proper care of and return to the warehouse of all unused, surplus and retired materials.
8. Responsible for performing such other work of a related nature as it may, from time to time, be necessary to assign.

### JOB REQUIREMENTS:

1. Must have the equivalent of a grade school education, plus approximately one or two years experience on the same general type of work. Incumbent must be able to demonstrate reasonable ability to supervise a crew of several men.
2. Must be physically able to perform fairly strenuous work over relatively long periods of time. In this connection, must be able to pass a physical examination if required by the Cooperative.
3. Must have thorough understanding of all safety rules, regulations, practices, etc., applicable to the type of work performed, particularly in connection with explosives, air compressor, jack hammer, power saw, etc.

4. Must be sufficiently familiar with specifications relating to the types of work assigned as to be able to read and understand staking sheets.
5. Must be able to drive heavy automotive equipment and have a current commercial driver's license. The incumbent of this position must have a thorough knowledge of all applicable traffic laws and rules governing safe driving practices.

## JOB DESCRIPTION AND REQUIREMENTS

(EXAMPLE ONLY)

**TITLE: CONSTRUCTION LINEMAN**

**GRADE: \_\_\_\_\_**

### JOB SUMMARY:

Under direct supervision of the Line Foreman, is responsible for performing a wide variety of hazardous types of line construction, maintenance, operations and service work. Normally, the incumbent of this position works as a member of a crew but occasionally performs duties with the assistance of one or more helpers.

### JOB DUTIES:

1. Responsible, normally (approximately 75 percent of the time), for carrying out in a safe, prompt, and workman-like manner oral instructions for construction of lines. Occasionally, as assigned, (approximately 25 percent of the time), is responsible for performing operations and maintenance work any place on the system.
2. In those cases where one or more men are assigned to work with him, is responsible for their safety, and for the quality and quantity of work performed.
3. Responsible for knowing, understanding and personally performing all duties in accordance with applicable safety rules, regulations and practices, as well as for effecting adherence to such standards on the part of any and all men assigned to his supervision.
4. Responsible for handling assignments and conducting himself in such manner as to contribute to an increasingly better understanding by, and harmonious relations with the Members.
5. Responsible for the proper use and care of all equipment and tools, as well as for accurate accountability for all materials in connection with assigned work. Is responsible for reporting to supervisor any improperly operating equipment so that needed maintenance may be effected.
6. Responsible for effecting proper and only authorized use of any and all automotive and other equipment and tools assigned to and/or used by him personally, or by employees under his supervision. In this connection, is further responsible for effecting, either personally or by subordinates, minor maintenance and servicing of all such equipment as assigned, as well as for reporting to his supervisor any maintenance needs which he is not personally able to handle.
7. Responsible for making all required reports, either orally or in writing, accurately and promptly.
8. As time permits, or as found necessary to require, is responsible for performing such other related duties, such as digging holes, greasing automotive vehicles, etc., as assigned.

### JOB REQUIREMENTS:

1. Equivalent of a high school education, with at least three years experience in a line crew, at least two years of which must have been work involving climbing poles.
2. Must be able to drive heavy automotive equipment and have a current commercial drivers license. The incumbent of this position must have a thorough knowledge of all applicable traffic laws and rules governing safe driving practices.
3. Must be physically able to continuously perform strenuous tasks such as climbing, lifting, carrying, holding etc., over long periods of time. In this connection, must be willing to submit to, and successfully pass, a physical examination at any time such might be required.
4. Must have good working knowledge of all line materials, assemblies, equipment, and apparatus, as well as of standard REA specifications, so as to be able to understand and execute both written and oral instructions in connection with construction drawings, staking sheets, etc.



5. Must have reasonably good knowledge of the entire distribution system, such as location of lines, voltages, sources of power, direction of feeds, location of breakers, etc. In this connection, must have a good knowledge of the system of mapping, and be able to read and to interpret maps to others.
6. Must be willing to occasionally accept duty calls at any time during days or nights when serviceman is not available or additional help is required to restore service.
7. Must have a thorough knowledge and understanding of all applicable safety rules, regulations and practices, and be able to periodically make a satisfactory rating in connection with any written or oral examination which, from time to time, may be required of him.
8. Minimum age for this position is 21.

## **JOB DESCRIPTION AND REQUIREMENTS**

(EXAMPLE ONLY)

**TITLE: CONSTRUCTION HELPER**

**GRADE: \_\_\_\_\_**

### **JOB SUMMARY:**

Under direct supervision of a line department supervisor as assigned, performs a wide variety of unskilled tasks as required.

### **JOB DUTIES:**

1. As specifically instructed by an assigned supervisor, performs very routine unskilled jobs of which the following are typical:
  - a. Works as helper to a lineman on routine line construction and maintenance jobs.
  - b. Digs holes, cuts brush, and hauls poles.
  - c. Loads and unloads construction materials.
  - d. Drives and operates winch truck.
  - e. Frames and sets poles.
2. Responsible for knowing, understanding and personally performing all duties in accordance with applicable safety rules, regulations and practices.
3. Performs such other work of a similar nature as may be assigned.

### **JOB REQUIREMENTS:**

1. Must have equivalent of an elementary school education, plus sufficient related work experience to enable incumbent to understand or learn names, uses and operation of any equipment, tools and materials common to the work assignment.
2. Must be physically able to continuously perform very strenuous tasks such as lifting, carrying, holding, etc., over long periods of time. In this connection, must be willing to submit to, and successfully pass, a physical examination at any time such might be required.
3. Must be able to drive heavy automotive equipment and have a current commercial driver's license. The incumbent of this position must have a thorough knowledge of all applicable traffic laws and rules governing safe driving practices.
4. Must have, or acquire, a working knowledge and understanding of all applicable safety rules, regulations and practices, and be able to periodically make a satisfactory rating in connection with any written or oral examination which, from time to time, may be required of him.

## JOB DESCRIPTION AND REQUIREMENTS

(EXAMPLE ONLY)

TITLE: OFFICE MANAGER

GRADE: \_\_\_\_\_

### JOB SUMMARY:

Under general direction and supervision of the cooperative manager, is responsible for assisting in the planning, and for personally performing or supervising and generally coordinating a wide variety of functions relating to the accounting and general business phases of the cooperative's affairs.

### JOB DUTIES:

1. Responsible for maintaining the general books of the corporation, including all required subsidiary accounts, in accordance with the Federal Power Commissions uniform system of accounts and in accordance with the standards specified by the Rural Electrification Administration, the Board of Directors and the Manager. In this connection, is also responsible for the proper and current handling of the general books, including required subsidiary accounts, of the Lometa Refrigeration Cooperative, Inc., in the manner and in accordance with standards established by the Rural Electrification Administration, the Board of Directors and the Manager.
2. Responsible for supervising the work of four or five employees. In this connection, and in accordance with the cooperative's supervisory standards, the incumbent is responsible for:
  - a. Planning, scheduling and making work assignments to all subordinate employees in such way as will insure the handling of all work in a prompt, economical and generally efficient manner.
  - b. The quality and quantity of all work performed or handled by subordinate employees.
  - c. Proper training of all subordinate employees in all phases of their assigned work. In this connection, is responsible for having an understudy or second employee, fully prepared through proper training, to handle the duties of each other job under his supervision in the event of sickness, resignation, dismissal, etc., of any other employee.
  - d. Interviewing selected applicants for job openings and making recommendations to the Manager in connection with final selections. Is also responsible for continuously evaluating the performance of each subordinate and for making appropriate recommendations to his superior for the replacement of any employee who is either unable or unwilling to satisfactorily perform his assigned duties.
  - e. Continually and critically reviewing all work methods, procedures, etc., for the purpose of discovering ways and means of effecting improvements in same, as well as for making appropriate recommendations to his superior for effecting such improvements.
  - f. Knowing and understanding the organization and for effecting adherence to it in the course of carrying on all assigned functions.
3. Responsible for coordinating, where required, the work of his department with that of the line department and the engineer. In this connection, it is the responsibility of the Office Manager to give other personnel the benefit of his knowledge in the application and/or interpretation of existing policies, procedures, accounting requirements, etc. This does not mean, however, except as specifically stated as item No. 17, that any responsibility rests with the Office Manager for the work of, or results attained by, anyone other than those employees regularly under his direction.



4. Responsible for keeping thoroughly and currently informed with respect to all REA accounting requirements, procedures, rules, regulations, etc., as well as in connection with the by-laws and board policies in so far as they relate to explaining and interpreting same to employees, Members and others concerned, if and when required to do so. In this connection, is also responsible for seeing to it that each subordinate understands such matters to the extent necessary for proper performance of assigned work.
5. Responsible for planning and, upon approval by the Manager, for supervising the installation and current maintenance of files of records, correspondence and other material with which his department is concerned.
6. Responsible for independently initiating and/or replying to correspondence of a general nature between the Cooperative and Members, the Auditing and Accounting Division of REA, etc. (Such letters are prepared for the signature of the Manager and, normally, are signed by him).
7. Responsible for the accurate and prompt submission of all special and regularly required reports. This includes, but is not limited to, the monthly operating report, Manager's monthly report to the Board, expenditure reports to REA and annual financial report to the members.
8. Responsible for assisting the manager in planning and preparing the annual operating budget. In this connection, is responsible for developing such statistical data as may be necessary to the overall planning by the Manager; for planning and making responsible recommendations with respect to budgetary needs of his own department; and for assisting the Manager in making periodic analysis of operating results in terms of budget estimates.
9. Based upon reports given to him by the Engineer, is responsible for determining—at the end of each month—that inventories of materials on hand are in agreement with the general ledger; and, if not in agreement, for endeavoring to reconcile same with the help of the Engineer; and, if this is not accomplished, for reporting the matter to the Manager.
10. Responsible also for determining that work order inventories are maintained in balance with the general ledger and with construction work in progress accounts, and for bringing to the Manager's attention any such matter which cannot be reconciled.
11. Responsible for checking invoices and for approving same for payment. In this connection, is responsible for seeing that the cooperative receives the benefit of all applicable discounts.
12. Responsible for personally checking the cash on hand daily and seeing that all deposits are made daily and credited to the proper accounts.
13. Responsible for keeping the Manager currently and fully informed with respect to any and all developments beyond normal routine matters, particularly in connection with developments during the manager's absence from the office.
14. Responsible for establishing and, through the efforts of his subordinates, for consistently maintaining such housekeeping standards in his own office, the general office and the vault, as the Manager may prescribe.
15. Responsible for dispatching, by radio, designated line department employees in connection with trouble and other service calls received through the office; for receiving radio messages from outside employees, supplying same with routine information as requested, etc. In this connection, is also responsible for assigning this duty to a subordinate employee at any time he is personally absent from his office.
16. Responsible upon notification by the Manager, for taking such steps as may be necessary to have the general books and supporting records in such condition as to facilitate the work of an auditor. In this connection, is responsible for cooperating with an REA or other auditor assigned to the cooperative to the end that the auditor will be supplied with all proper information in order that the cooperative will secure the utmost benefit from the audit.

17. During any extended absence of the Manager, is designated as acting manager and, as such, is responsible for supervising the entire organization during such periods of time. (This responsibility calls for making decisions with respect to normal routine day-to-day operations or, in certain instances, a determination that the Manager is to be contacted or that the decision will await his return. In any event, in the absence of the Manager, the incumbent of this position is required to assume the full administrative responsibility of the position of manager except in connection with matters of a policy nature.)
18. Responsible at all times, under circumstances requiring direct contact with individual members or others, for handling assignments and conducting himself in such manner as will reflect credit on the management of the Cooperative and contribute to an increasingly better understanding by, and harmonious relations with, the Members and public in general. Responsible for cooperating to every reasonable extent with the heads of other departments to the end that a high degree of coordination may be achieved on all matters where the work of his department is inter-related to that of another.
19. Responsible for effecting proper and only authorized use of any automotive and other equipment assigned to and/or used by him personally, as well as by employees under his supervision. In this connection, is further responsible for reporting to the Manager any maintenance needs of such equipment.
20. Responsible for knowing that an adequate stock of all required forms, stationary, and other supplies essential to the proper functioning of the entire department are on hand.
21. Responsible for carrying out such other special assignments or performing such other tasks as may, from time to time, be assigned to him by the Manager.

## **JOB REQUIREMENTS:**

1. Must have, as a minimum, a high school education, supplemented by successful completion of a course involving accounting principles. In addition, the incumbent should have had a minimum of three years experience on closely related work with an REA cooperative or, in lieu of REA experience, he should have had a minimum of five to six years experience of a comparable nature in another type of business.
2. Incumbent must possess supervisory skill and understanding sufficient to enable him to select and train new employees; to plan, assign, and follow up on work of subordinates; to set performance standards; to exercise required firmness and fairness in all dealings with subordinates; to be capable of handling and resolving minor grievances on the job, etc.
3. Must have, or acquire, a thorough knowledge of all applicable policies, procedures, rate schedules, rules and regulations, etc., essential to full understanding of and ability to handle all phases of assigned duties.
4. Must have, or acquire, a general understanding of the entire distribution system such as location of lines, sources of power, the relative importance of one line to another, etc. In this connection, must have a thorough knowledge of the system of mapping, and be able to read and to interpret maps to others.
5. Must have working knowledge of line materials, assemblies, equipment and apparatus so as to be able to understand the general use of same, terminology commonly used, etc.

## JOB DESCRIPTION AND REQUIREMENTS

(EXAMPLE ONLY)

### TITLE: ASSISTANT BOOKKEEPER

#### JOB SUMMARY:

GRADE: \_\_\_\_\_

Under general supervision of the Office Manager and Head Bookkeeper, is responsible for performing a wide variety of individually routine, but collectively rather complex typing, stenographic and accounting duties relating to numerous phases of the Cooperative's billing, collecting, consumer correspondence and general accounting functions.

#### JOB DUTIES:

1. Responsible for accurately computing and preparing monthly all large power bills involving special rates and procedures.
2. Responsible for preparing and keeping an accurate record on all delinquent accounts and miscellaneous credits.
3. Responsible for preparing and keeping an accurate record of advance payments by consumers for electric service.
4. Responsible for compiling and typing an accurate list of second notices for collection purposes.
5. Responsible for compiling and typing an accurate list of adjustments to consumers' accounts from which journal entries are made at the end of each month.
6. Responsible for checking all related records, composing and typing for the Manager's signature, letters of reply in connection with complaints, misunderstandings, etc., relating to individual consumer bills, membership fees, inspection fees, etc.
7. Responsible for preparing trial balance on the plant account for monthly operating report.
8. Responsible for accurately posting cash received to the cash received general funds journal.
9. Responsible for balancing accounts receivable consumers ledger with the general ledger each month.
10. Responsible occasionally for taking and transcribing dictation of letters, reports, etc., including routine non-technical terminology.
11. Responsible for performing duties of billing machine operator during his or her absence.
12. Responsible for maintaining prescribed housekeeping standards with respect to her desk and the immediate surrounding area.
13. Responsible for maintaining in an accurate, clean, orderly and current manner all files relating to all assigned work.
14. Responsible, at all times and under all circumstances requiring direct contact with individual members, for handling assignments and conducting himself in such manner as will reflect credit on the management of the Cooperative.
15. Responsible for performing such other related typing, stenographic and accounting duties as it may, from time to time, be necessary to assign.

#### JOB REQUIREMENTS:

1. Must have, as a minimum, a high school education with courses in bookkeeping, short hand and typing, plus a minimum of two to three years closely related office experience including considerable bookkeeping work.

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2. Must possess ability to compose a good, gramatically correct, business letter in simple and readily understandable language.
3. Must have, or acquire, a thorough knowledge of all policies, procedures, rate schedules, etc., relating to assigned duties so as to be able to accurately and clearly explain and interpret same to members concerned.
4. Must have ability, or adaptability to learn, to operate a billing machine.
5. Must be proficient in the use of a typewriter, caluclating and/or adding machines.

## JOB DESCRIPTION AND REQUIREMENTS

(EXAMPLE ONLY)

**TITLE: BILLING CLERK**

**GRADE: \_\_\_\_\_**

### **JOB SUMMARY:**

Under general supervision of Office Manager, is responsible for performing a variety of clerical and machine duties principally relating to the billing and posting of consumers' account ledgers.

### **JOB DUTIES:**

1. Responsible for accurately preparing, by machine, all regular consumers' bills for electric services; for consolidating billing totals; and for verifying and confirming same for the purpose of recording on the general ledger.
2. Responsible for maintaining in current balance the subsidiary consumers' accounts receivable ledger.
3. Responsible for posting, by machine, all paid electric service receipts and for adding penalties to all bills not paid by specified date.
4. Responsible, with assistance as assigned, for accurately getting out second notices by specified date.
5. Responsible for accurately listing the name, address and farm number of those meters to be read each month, due to the failure of such consumers to supply readings for past three months.
6. Responsible for accurately posting all journal entries in connection with adjustments to consumers' bills.
7. In absence of Office Manager, responsible for checking cash daily and for making bank deposits.
8. Responsible for knowing that an adequate stock of consumer ledger sheets, rolls of machine paper, ribbons and such other supplies regularly required for the performance of his duties, are on hand.
9. Responsible for maintaining prescribed housekeeping standards throughout the machine room.
10. Responsible, at all times and under all circumstances requiring direct contact with individual members, for handling assignments and conducting himself in such manner as will reflect credit on the management of the Cooperative.
11. Responsible for maintaining in current, clean, orderly and accurate condition all records, and other documents which come into being or are part of the incumbent's assigned duties. Such files are to be maintained in strict accordance with the Cooperative's approved system.
12. Responsible for performing such other related duties as it may, from time to time, be necessary to assign.

### **JOB REQUIREMENTS:**

1. Must have, as a minimum, a high school education preferably of a commercial nature. In addition, the incumbent should have had a minimum of approximately two years work experience of a related nature, preferably involving the use of typewriter, adding, calculating, bookkeeping or other types of office machines.
2. Must be capable of operating, with a high degree of accuracy, a billing and posting machine with such speed and efficiency as will meet required production standards.
3. Must be capable of typing a minimum of 50 words per minute. In this connection, an applicant for this position must be willing to take and to satisfactorily pass a typing test of this nature.

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## JOB DESCRIPTION AND REQUIREMENTS

(EXAMPLE ONLY)

**TITLE: CASHIER**

**JOB SUMMARY:**

**GRADE:** \_\_\_\_\_

Under general supervision of the Office Manager, is responsible for performing a variety of clerical and office duties principally relating to the payment of energy bills.

### JOB DUTIES:

1. Responsible for the accurate handling of and accounting for monies received both at the office and through the mail. In this connection, is also responsible for the accurate preparation of daily bank deposit slips on monies received.
2. Responsible for alphabetizing meter cards and cash stubs to correspond with arrangement of ledger sheets, for use of billing machine operator in billing and posting.
3. Responsible for accurately maintaining receipt book on membership and inspection fees and in addition, for seeing to it that person making payment receives proper receipt.
4. Responsible for the accuracy of the second notices list prior to release to Servicemen for collection or dis-connection. This requires careful checking of any monies which may have been received from such consumers after preparation of second notices.
5. Responsible for the accuracy of consumers' bills reflecting arrears. This requires a careful check of second notices and, where full or partial payment has been received, removal of such amounts.
6. Responsible for addressing, by machine, all meter reading cares, bills, etc., in accordance with established time schedules.
7. Responsible for stapling all meter cards before mailing.
8. Responsible for maintaining her desk, cash register, addressing machine and surrounding area, in a clean and orderly manner at all times.
9. Responsible for informing the Office Manager when a new supply of meter cards and such other supplies as are required, are to be ordered.
10. Responsible, at all times and under all circumstances requiring direct contact with individual members or others, or handling assignments and conducting herself in such a manner as will reflect credit on the management of the Cooperative.
11. Responsible for performing such other related duties as may, from time to time, be assigned.

### JOB REQUIREMENTS:

1. Minimum of a high school education, plus a minimum of one year of office experience, preferably involving the handling of money, making change and dealing with the public.
2. Must be capable of typing a minimum of 50 words per minute. In this connection, an applicant for this position must be willing and able to take and satisfactorily pass a typing test of this nature.
3. Complete knowledge of all rate schedules, policies and procedures governing terms of payment of energy bills. In addition, must be able to explain to Members the manner in which bills are computed.



## JOB DESCRIPTION AND REQUIREMENTS

(EXAMPLE ONLY)

### TITLE: UTILITY CLERK-STENOGRAPHER

#### JOB SUMMARY:

GRADE: \_\_\_\_\_

Under the general supervision of the Office Manager, is responsible for performing a wide variety of individually routine, but collectively complex clerical, typing and stenographic duties relating to various phases of the office activities.

#### JOB DUTIES:

1. Responsible for the accurate posting of connect, re-connect and dis-connect orders to consumers' ledgers, meter books, addressograph plates, and membership cards
2. Responsible for posting membership and inspection fee records and for being sure that these records are in balance with cash received for these purposes.
3. Responsible for changing addresses of consumers on addressograph plates and consumer ledger sheets as changes are received, to insure that these records accurately reflect mailing addresses at all times.
4. Responsible for accurately posting daily time tickets and mileage reports to summaries. Computes payroll on 16th, and last day of each month, and assists in typing pay checks as required.
5. Responsible for listing revenue, KWH and consumers billed in Evant and Lometa by billing classifications each month.
6. Responsible for accurately computing and preparing final bills and refunding membership fees on disconnects.
7. Responsible for making connect, dis-connect and re-connect reports at end of month for operating report.
8. Assists, as assigned, billing clerk in preparing second notices.
9. Responsible for maintaining her desk, surrounding area and vault clean and orderly at all times.
10. Responsible for relieving cashier as required.
11. Responsible for performing routine copy typing of work orders, form letters statistical reports, etc., as assigned.
12. Responsible for relieving secretary as required.
13. Responsible for maintaining in current, clean, orderly and accurate condition all records, and other documents which come into being are or part of the incumbent's assigned duties. Such files are to be maintained in strict accordance with the Cooperative's approved system.
14. Responsible, at all times and under all circumstances requiring direct contact with individual members or others, or handling assignments and conducting herself in such manner as will reflect credit on the management of the Cooperative, and contribute to an increasingly better understanding by, and harmonious relations with, the members and public in general.
15. Responsible for performing such other related tasks as may, from time to time, be assigned.

## **JOB REQUIREMENTS:**

1. Must have, as a minimum, a high school education, preferably of a commercial nature. In addition, the incumbent should have had a minimum of one year's work experience of a related nature, preferably involving the use of a typewriter, adding, calculating or other types of office machines.
2. Must be capable of typing a minimum of 50 words per minute. In this connection, an applicant for this position must be willing and able to take and satisfactorily pass a typing test of this nature.
3. Must have, or acquire, complete knowledge of all rate schedules and understanding of all policies and related procedures concerning energy, billing and terms for payment of accounts.
4. Must have, or acquire, complete knowledge of pay rates and related procedures for computing pay checks, including withholding and social security taxes.
5. Must have ability, or adaptability to learn, to operate billing machine.

## JOB DESCRIPTION AND REQUIREMENTS

(Example Only)

TITLE: SECRETARY

GRADE: \_\_\_\_\_

### Job Summary

Under general supervision of the Manager, or, in his absence, of the Office Manager, is responsible for preparing the Manager's correspondence, acting as receptionist and performing routine assignments in connection with various payroll and tax records, and reports.

### Job Duties

1. Acts as receptionist; meets general public, determines purpose of visit and refers each one to appropriate person.
2. Responsible for taking and transcribing dictation of letters, reports, minutes of Board meetings, etc., involving some technical terminology and requiring more than ordinary speed.
3. Responsible for typing salary and other checks on both general and construction funds, as assigned, as well as work orders, monthly operating reports, expenditure reports, etc.
4. Responsible for accurately posting check registers, payroll records, tax reports and social security reports.
5. Responsible for reconciling all bank statements monthly, and balancing with general ledger.
6. Receives incoming telephone calls and refers them to proper personnel.
7. Responsible for maintaining in current, clean, orderly and accurate condition the Manager's files, as well as all records and other documents which come into being or are part of the incumbent's assigned duties. Such files are to be maintained in strict accordance with the cooperative's approved system.
8. Responsible for operating postage meter, making necessary reports on amount used and for having sufficient postage in the meter at all times.
9. Responsible for collecting and taking to the post office outgoing mail.
10. Responsible for relieving cashier as assigned.
11. Responsible, at all times and under all circumstances requiring direct contact with individual members and others, for handling assignments and conducting herself in such manner as will reflect



credit on the management of the cooperative and contribute to an increasingly better understanding by, and harmonious relations with, the members and public in general.

12. Responsible for maintaining her desk and surrounding area in a clean and orderly manner.
13. Responsible for performing such other duties of a comparable nature as, from time to time, may be necessary to assign.

#### Job Requirements

1. Minimum of high school education, with courses in shorthand and typing, plus at least two to three years of office experience of a comparable nature.
2. Must be capable of typing a minimum of 50 words per minute. In this connection, an applicant for this position must be willing and able to take and satisfactorily pass a typing test of this nature.
3. Ability to take and transcribe dictation at better than average speed.
4. Must have ability to write grammatically correct letters, reports, etc., to properly use punctuation, capitalization, etc.

Job Summary

Under general supervision of the cooperative Manager, is responsible for performing a variety of both technical and non-technical duties, principally of an engineering nature, in connection with the construction and maintenance of the electric distribution lines throughout the area served; for the maintenance of and accounting for inventories of line materials stocked for this purpose; and for other duties of a related nature as required.

Job Duties

1. Responsible for independently planning, laying out, staking and scheduling for construction of all such new line extensions as meet the policy requirements of the cooperative. In this connection, is responsible for:
  - a. Procuring such easements as may be required or determining that same are already on file.
  - b. Preparing appropriate staking sheets of other construction drawings for the guidance of the line foreman.
  - c. Compiling estimates of and withdrawing from the warehouse all such materials as may be required for completion of such jobs.

Is also responsible for similar duties in connection with all line retirements.

2. Responsible for determining that all line construction is carried out in a manner consistent with the cooperative's current system study and REA specifications; for directing to the Manager's attention any problem relating thereto which he is not able or does not have the authority to personally handle. In this connection, is also responsible for revising and keeping the system study up to date.
3. Responsible for supplying, either as requested by the line foreman or on his own initiative, such technical supervision as may be necessary to insure full conformance with all applicable construction and safety requirements, standards, codes, etc.
4. Responsible for the accurate and current maintenance of the master tracing of all system maps on the basis of completed construction and retirement work orders, as well as for arranging for and following through in connection with procuring necessary copies of such maps for the use of other personnel.
5. Responsible for making such voltage and load checks as may be required and for reporting the results of same to the Manager, to-

gether with recommendations for any action, if any, which should be taken.

6. Responsible for compiling and preparing for submission to REA all estimate work orders which may be required.
7. Responsible for testing meters as required and for the accuracy of any reports required in connection therewith.
8. In the Manager's absence, or upon assignment by the Manager, responsible for advising with individual members concerning applications for service, power use problems, wiring, rates, etc.
9. Responsible for receiving, disbursing and physically controlling all line materials, gasoline, oil, tires and other automotive supplies etc., which are purchased, retired, used and/or stocked by the cooperative; for effecting adherence to established procedures in connection with handling, using and accounting for materials and supplies; for keeping informed with respect to the normal usage of all materials and for requisitioning regularly used items in such amounts as will insure the maintenance of all inventories at authorized levels; for the accuracy and completeness of the monthly summary of materials used and retired, distributed as to maintenance, construction and operations; for current and accurate posting of all materials transactions to the materials record cards; for taking and certifying to the accuracy of such inventories of materials and supplies as may be required; and for working with the Office Manager in reconciling any difference which may be found to exist between physical inventories, material record cards and the general books.
10. Responsible for maintaining in current and accurate condition all records of labor, transportation and materials chargeable to individual construction and retirement work orders.
11. Responsible for maintaining, with the help of the building maintenance man, as assigned by the Manager, prescribed housekeeping standards in his office, drafting room, the warehouse, meter room and outside materials storage area.
12. Responsible for maintaining in current, clean, orderly and accurate condition all records, reports, correspondence, informational and technical materials, and other documents which come into being or are part of the incumbent's assigned duties. Such files are to be maintained in strict accordance with the cooperative's approved system.
13. Responsible for keeping the Manager currently informed, either orally or through written reports, with respect to happenings, developments, progress, etc., in connection with regular and special assignments.
14. Responsible for effecting proper and only authorized use of any and



all automotive, and other equipment and tools assigned to and/or used by him personally, or by employees under his supervision. In this connection, is further responsible for effecting, either personally or by subordinates, minor maintenance and servicing of all such equipment as assigned, as well as for reporting to the Manager any maintenance needs which he is not personally able to handle.

15. Responsible for determining that all line construction complies with all safety laws and regulations such as state and local laws, National Electric Safety Code, REA specifications, railroad crossing requirements, local requirements, etc.
16. Responsible for knowing and keeping currently informed with respect to any and all policies, procedures, REA requirements, FCC Regulations, rate schedules, National Electrical Code, wiring specifications, or other similar matters relating to the incumbent's assigned duties, and for clearly and accurately interpreting same to members, employees and others concerned as circumstances require.
17. Responsible, at all times and under all circumstances requiring direct contact with individual members and others, for handling assignments and conducting himself in such a manner as will reflect credit on the management of the cooperative, and contribute to an increasingly better understanding by, and harmonious relations with, the members and public in general. Responsible also for cooperating to every reasonable extent with the heads of other departments to the end that a high degree of coordination may be achieved on all matters where the work of his department is inter-related to that of another.
18. Responsible for performing such other duties of a comparable nature as may, from time to time, be assigned.

#### Job Requirements

1. The incumbent of this position must be a high school graduate, have the equivalent of two years of college work and a minimum of two years work experience gained in the course of performing closely related duties, preferably with a consulting engineer firm handling REA work. Such experience should have included design and staking, preparation of system studies, drafting, handling of final inventories, etc. Must have a thorough knowledge of REA standard specifications, construction and retirement work order procedures, related records and reports, etc.
2. Must have, or acquire, a good knowledge of the entire distribution system, such as location of lines, voltages, source of power, direction of feeds, the extent or approximate amount of load carried by each metering point, the relative importance of one line to another, location of breakers, etc. In this connection, must have a thorough knowledge of the system of mapping, and be able to read and to interpret maps to others.



3. Must have, or acquire, a better-than-average working knowledge of the most common types of motors, electrically powered farm equipment and appliances, wiring standards, etc.
4. Must have a thorough understanding of the National Electric Code, applicable safety rules, regulations, practices, etc.
5. Must have a thorough knowledge of (all) line materials, assemblies, equipment and apparatus, etc., as well as of standard REA specifications.
6. Must be able to drive automotive equipment and have a current commercial driver's license. The incumbent of this position must have a thorough knowledge of all applicable traffic laws and rules governing safe driving practices.

Job Summary

Under direct supervision of the Manager or, in his absence, the Office Manager, is responsible for maintaining the headquarters building, warehouse, storage area and grounds in a clean and orderly manner in accordance with standards set by the Manager.

Job Duties

1. Responsible for keeping the floors, windows, rest rooms, light fixtures, venetian blinds, doors, and the building in general clean at all times.
2. Responsible for keeping the grass and shrubs surrounding the building watered and trimmed.
3. Responsible for unpacking materials and supplies and placing same in bins after having been checked by Engineer.
4. Responsible for helping to assemble construction materials for the crews as required by the Engineer.
5. Responsible for washing, greasing and servicing Manager's car and Engineer's pick-up on a regular schedule, as well as other vehicles as assigned.
6. Responsible for repainting interior walls of building as may, from time to time, be assigned.
7. Responsible for assisting serviceman or lineman when assigned in case of emergency and for delivering materials to crews in the field should the need arise.
8. As a regular assignment, is required to clean floors on Thursday night of one week and apply wax on Thursday night of the following week.
9. Responsible for inspecting the heating and cooling system, and for performing minor servicing of same, to insure proper operation at all times.
10. Responsible for seeing that sufficient supplies are on hand to perform above duties and for keeping these supplies in order.
11. Responsible for seeing that all gates, doors, etc., are locked each night and that designated lights are left burning with all other lights turned off.
12. Responsible for performing such other duties as may, from time to time, be assigned.



### Job Requirements

1. Grade school education, or its equivalent.
2. Must have a current commercial driver's license
3. Must have and consistently exercise a high degree of initiative in order to perform assigned work in such a manner as to eliminate the need for the Manager to direct his attention to minor tasks.
4. Must be physically able to perform regular duties and other relatively strenuous tasks which may, from time to time, be assigned.
5. Must consistently present a clean and neat personal appearance.